



CITY OF FORT SASKATCHEWAN

A BYLAW OF THE CITY OF FORT SASKATCHEWAN, IN THE PROVINCE OF ALBERTA, TO
ADOPT MUNICIPAL DEVELOPMENT PLAN: OUR FORT. OUR FUTURE.

BYLAW NO. C31-20

WHEREAS, Section 632 of the *Municipal Government Act*, R.S.A 2000, c. M-26 as amended or repealed or replaced from time to time, requires that municipalities adopt a Municipal Development Plan;

NOW THEREFORE, the Council of the City of Fort Saskatchewan in the Province of Alberta, duly assembled, hereby enacts:

1. This Bylaw may be cited as the City of Fort Saskatchewan Municipal Development Plan: Our Fort. Our Future. Bylaw.
2. That the text and images attached as Schedule "A" form part of this Bylaw.
3. If any portion of this Bylaw is declared invalid by a court of competent jurisdiction, then the invalid portion shall be severed and the remainder of the Bylaw is deemed valid.
4. That Bylaw C16-10 and any amendments thereto are hereby repealed.
5. That Bylaw C31-20 comes into force and effect upon third and final reading.

READ a first time this 27th day of October, 2020

READ a second time this 26th day of January, 2021

READ a third time this 26th day of January, 2021



MAYOR

DIRECTOR, LEGISLATIVE SERVICES

Date Signed: January 26, 2021

BYLAW # C31-20
Office Consolidation Version - December 10, 2025 (Bylaw C16-24)

OUR FORT. OUR FUTURE.

CITY OF FORT SASKATCHEWAN'S MUNICIPAL DEVELOPMENT PLAN



CITY OF
FORT SASKATCHEWAN
FORTSASK.CA

Municipal Development Plan

BYLAW # C31-20

The purpose of the **Municipal Development Plan** (the Plan/MDP) is to guide the development and redevelopment of Fort Saskatchewan as it grows into a city of 50,000 residents. The focus on urban design and place making is intended to build a complete community that serves current and future generations of residents. The Plan is structured with distinct policy areas to provide a tailored approach that recognizes the unique needs of different parts of our community. Sections that do not correspond with a specific policy geography apply to the entire city. The Community Direction Statement captures the community's aspirational future while the Plan Pillars articulate the elements that will help us reach that future.

The Plan focuses on enhancing areas residents identified as needing improvement. It outlines strategies to transform these to reflect residents' aspirations and gives direction for policies to formalize areas that are already fulfilling expectations.

Acknowledgments

We wish to acknowledge that the City of Fort Saskatchewan resides on the traditional land of Treaty 6 Territory. We acknowledge the diverse Indigenous peoples whose ancestors' footsteps have marked this territory for centuries such as: Sakāwithiniwak/Cree, Slavey/Dene Tha', Nakawē/Saulteaux, Niitsítapi/Blackfoot, Stoney/Nakota Sioux, as well as Metis and Inuit, and now newcomers from around the world.

Acknowledgement is also given to the project teams in the City of Fort Saskatchewan Planning and Development Department, B&A Planning Group, MVH Urban Planning and Design Inc., and Intelligent Futures for their work and dedication to the development of the Plan, as well as all of Administration, Council, and the many residents that contributed their insights to the Plan.



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➤ SECTION 1.0

Community Direction Statement & Plan Pillars

THE COMMUNITY DIRECTION STATEMENT (CDS) AND PLAN PILLARS outline the City's commitment to the community's aspirations for the future of Fort Saskatchewan. It is intended that all objectives and policies detailed in this MDP strengthen the Pillars and strive to achieve the CDS for the future of Fort Saskatchewan with 50,000 residents.

Community Direction Statement

With 50,000 residents, our community of Fort Saskatchewan:

- » Provides a great quality of life within our neighbourhoods where everyone can grow, age, and stay.
- » Builds on its heritage, connects people, and fosters innovation.
- » Creates great places for residents and visitors to enjoy.
- » Supports a resilient economy for everyone to achieve and thrive.

Plan Pillars



Our Connections

- » A variety of transportation options
- » Social connections among residents
- » A strong sense of pride in our community
- » Easy access to amenities
- » A welcoming environment for new residents
- » Community events and festivals



Our Neighbourhoods

- » There is housing to meet everyone's needs throughout their life stages
- » There are amenities and activities for all residents
- » They have a mix of uses to help meet daily needs close to home
- » There are recreation opportunities close to home
- » Neighbourhoods are designed to be easily walkable
- » They feel safe throughout



Our Place

- » We celebrate and protect the river valley and our natural environment
- » We respect and celebrate the history of our place
- » We celebrate the diverse cultures of Fort Saskatchewan
- » Downtown is a vibrant place where people come to shop, eat, learn and celebrate together



Our Resilience

- » We work together – our businesses, citizens, organizations, and government
- » We are committed to emergency preparedness, ensuring we are prepared for incidents emerging from our changing climate and unforeseen incidents
- » We make economically, socially, and environmentally conscious decisions.
- » We maximize our existing infrastructure and plan for long-term efficiency, cost, and resiliency when considering new infrastructure



Our Success

- » We seize the opportunities that come from our location in the Capital Region
- » We are the gateway to Alberta's Industrial Heartland and industries further north
- » We celebrate and support our local businesses
- » We serve as a regional service hub for surrounding communities
- » We pursue a diverse economy that focuses on innovation, emerging trends, expanding industries, and job creation
- » We embrace growth downtown that supports business



➤ SECTION 2.0

Using the Plan

THE MDP is a high-level policy document and statutory plan that sets out broad policies and directions for Fort Saskatchewan's growth and development.

2.1 Introduction

The Municipal Development Plan was developed through best practices research, community demographic and economic analysis, local, regional, provincial, and federal policy review, intensive public and stakeholder engagement, and ongoing collaboration with the City Council and Administration. This plan is intended to act as a guide to help inform the municipality, developers, residents, and future residents of the desired future development and redevelopment of the city.

2.2 Legislative Requirements

The *Municipal Government Act, R.S.A 2000, c. M-26* (MGA) requires that every municipality must adopt an MDP to guide long-range planning and land use. The MGA also identifies the required and optional contents of an MDP. All other statutory plans and related bylaws of the City of Fort Saskatchewan must be consistent with the MDP, and the MDP provides direction for the updating and development of policy documents and planning tools.

This MDP has been prepared under the direction and in accordance with the MGA. It is intended to support the City of Fort Saskatchewan's identity as a unique and diverse community by building a long-term and sustainable vision for growth with a development concept that represents approximately 30 years of rural and urban development.

2.3 MDP Language Interpretation

In this MDP:

- a. **MUST** and **SHALL** are to be construed as a compulsory obligation;
- b. Policies beginning with a verb are to be construed as stating the City shall perform the action identified;
- c. **SHOULD** is to be construed as permissive and empowering, and is to be the recommended course of action;
- d. **MAY** is to be construed as potentially required, optional, or not permitted depending on each individual and unique situation and is to be interpreted at the discretion of Administration;
- e. When used in a policy, **ENCOURAGE** means that the City will align its regulations and promote the intention and directive of a policy when interacting with community building partners to actively influence a particular result;
- f. When used in a policy, **SUPPORT** means that the policy is in alignment with the Community Direction Statement and Plan Pillars and is a desirable outcome, and as such the City will utilize tools and tactics with community building partners to support conditions to achieve that desired outcome.

2.4 Maps & Figures

Maps and conceptual figures have been provided as part of this MDP to show the general location of proposed land uses and future transportation and utility corridors and visually detail the intent of certain policies. Locations will be refined through subsequent stages of planning including Area Structure Plans, Area Redevelopment Plans, Neighbourhood Plans, Outline Plans, and Subdivisions. Minor changes to alignments or locations of map features may be undertaken as part of subsequent planning processes without amendment to this Plan. Should there be a discrepancy between the written policy and maps and figures, the written policy shall prevail.

2.5 Hierarchy of Plans

All provincial and federal policies and regulations in effect shall apply and shall prevail over the policies contained within this MDP. This MDP does not assume or bear any jurisdictional authority over:

- federally or provincially owned lands
- lands under another municipal jurisdiction, or
- any First Nation reserve lands.

If a development is proposed within the MDP boundary with requirements established by a higher-order statutory plan (i.e. *North Saskatchewan Regional Plan*; *the Edmonton Metropolitan Region Growth Plan*; relevant Intermunicipal Development Plans), the development must review and conform to the policies of the higher-order statutory plan.

If there is a conflict with a policy or regulation within a higher-order plan and the policies of this MDP, the higher-order plan shall prevail.

The City of Fort Saskatchewan MDP supports the *Edmonton Metropolitan Region Growth Plan* ("Growth Plan") and the *Alberta Land Use Framework*. The MDP recognizes the Growth Plan and the future *North Saskatchewan Regional Plan* as governing, higher-order documents, including policy tiers and density targets (where applicable).

2.6 City of Fort Saskatchewan Planning Tools

Municipal Development Plan

The MDP provides a vision for the future economy of the city as well as how the city should grow over the lifespan of the Plan. The Community Direction Statement, Pillars, objectives, and policies in this MDP are expected to inform the development of future strategies and plans, including a Business Retention and Expansion Strategy, Foreign Direct Investment Strategy, Retail and Office Space Inventory, and Downtown Strategic Action Plan, amongst others.

Further, the MDP establishes a foundation of objectives for how people move through the City (transportation), how the City is serviced (infrastructure), and how to keep the City's natural assets protected and preserved (natural environment). The Community Direction Statement, Pillars, objectives, and policies in this MDP are expected to inform the development of future plans and policy documents, including an Active Transportation Plan, Urban Forestry Policy, Open Spaces Master Plan, and Urban Design Corridor Studies, amongst others.

Area Structure Plans (ASP), Area Redevelopment Plans (ARP), Neighbourhood Structure Plans (NSP), and Outline Plans (OP)

The MDP provides direction for the future of all neighbourhood development and redevelopment in the city, from established traditional neighbourhoods to future neighbourhoods. ASPs, NSPs, ARPs, OPs, Infill Plans are expected to provide specific direction to specific neighbourhood vision, layout, urban form, mobility networks, and urban design, while Terms of Reference documents for the authorization of new neighbourhoods and neighbourhood plans help establish expectations for land development.

Non-Statutory Plans, Guidelines, and Strategies

The MDP provides direction to develop future plans, guidelines and strategies that help provide more detailed guidance on how the city is to build and rebuild over time. These non-statutory plans can take on many forms and are at the discretion of City Council and Administration to develop and utilize.

Land Use Bylaw

While the MDP broadly defines the City's land uses, the Land Use Bylaw regulates the use of land in the city, detailing exactly how the land may be used, where buildings and other structures can be located, lot sizes and dimensions, parking requirements, and more.



➤ SECTION 3.0

Location & Context

SITUATED AS THE GATEWAY to Alberta's Industrial Heartland, the City of Fort Saskatchewan has been welcoming people from across the world for over a century.

3.1 Introduction

Fort Saskatchewan is a community that takes pride in its history, culture, and connections among residents. Long before the Fort grew into a town and the town grew into a city, the area was populated by Indigenous Peoples. They inhabited this land, speaking distinct languages, creating complex and distinct social and economic systems, and moving with the ebb and flow of the natural world. Indigenous history is etched into the landscape going back 11,000 years and 500 generations. The city is home to many Indigenous residents today.

The city has been shaped by the cultures and customs of the people living in Fort Saskatchewan. Over 300 years ago, the Indigenous population used the area for canoe building. The mouth of the Sturgeon River was an excellent location for attaining the raw materials for crafting canoes and this became the area's first known industry. They named the area "Birch Hills" since birch bark was a primary component of the canoe's exterior. The latter half of the eighteenth century saw the rise of fur trading and exploration as prominent activities in the area.



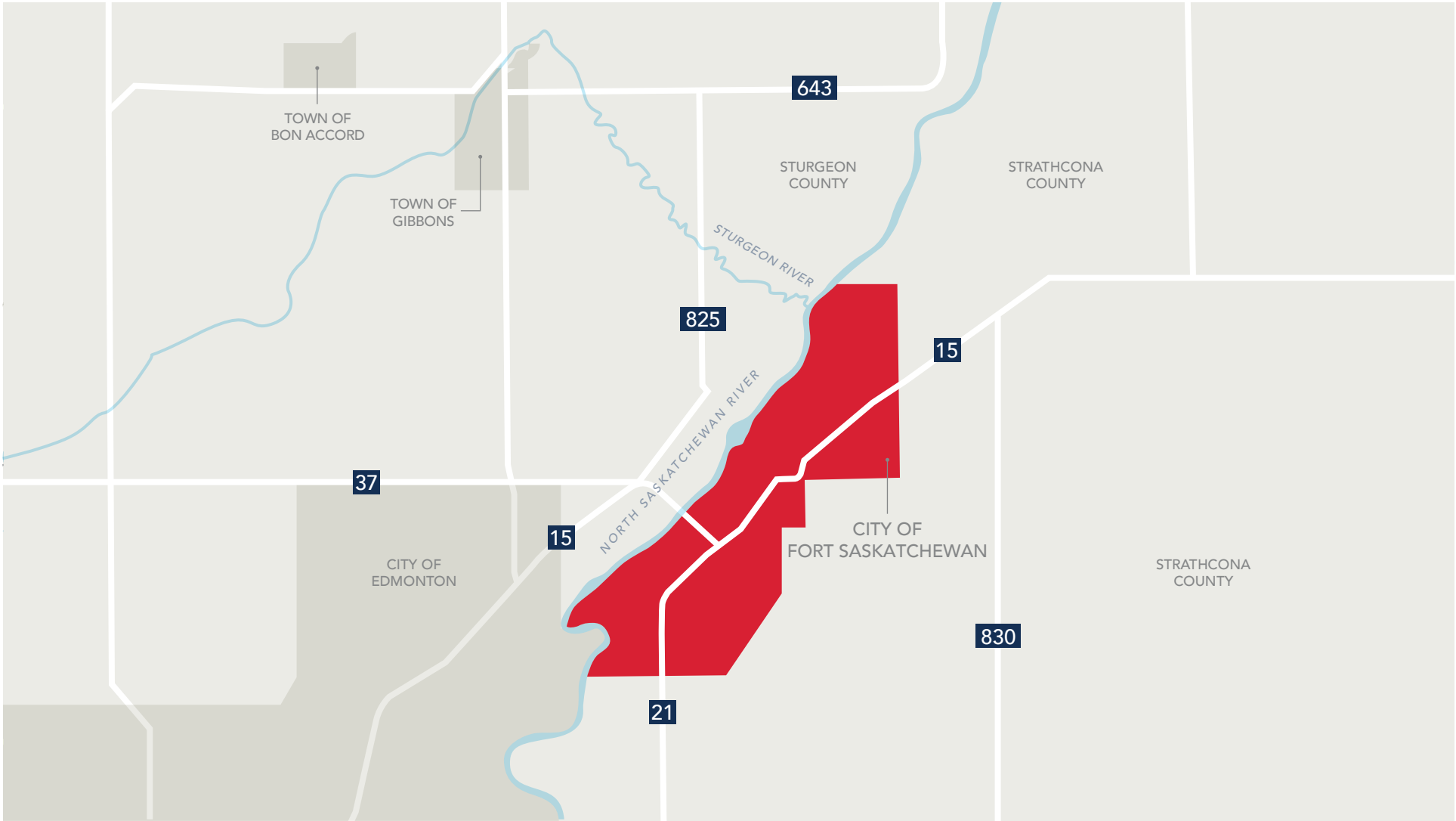
Throughout its history the rich cultural heritage has been a legacy of the city's rich natural heritage. It boasts an extraordinary river valley setting on the southern bank of the North Saskatchewan River. Its unique landscape is further defined by stunning wetlands and natural prairie grasslands. These well-preserved open spaces and natural area networks play a significant role in defining the urban structure of the city. The natural setting of the city attracted its earliest inhabitants and industries, and through the ingenuity of its people and their mindful actions, present-day Fort Saskatchewan was built.

In 1872, the District's first settlers, François and Joseph Lamoureux, arrived, and occupied land on the north side of the North Saskatchewan River. Shortly thereafter, the Northwest Mounted Police established their fort on the south side of the North Saskatchewan River. The name of the community that grew around the fort, became "Fort Saskatchewan."

Today, the city offers residents and visitors a glimpse of the past through its numerous historic buildings and the North West Mounted Police (NWMP) fort re-creation at the Fort Heritage Precinct.

Fort Saskatchewan was incorporated as a Village in 1899, as a Town in 1904, and as a City on July 1, 1985. The city started experiencing population growth after the founding of Sherritt Gordon Mines in 1952. Rail access being an attractive feature, many other industries established in succeeding years. The city experienced mild growth in the early twentieth century and significant growth more recently, from a population of 16,793 in 2008 to 26,328 in 2018. Fort Saskatchewan plays a pivotal role in bridging the urban and rural environments of the region. It is a community hub for neighbouring rural areas offering commercial, employment, health, recreational, and cultural amenities, with easy access to the metropolitan core of Edmonton.

Regional Context



City of Fort Saskatchewan



➤ SECTION 4.0

Growth Strategy

Building on Our Assets and Thinking Forward

FORT SASKATCHEWAN is a community that takes pride in its history, culture, and connections among residents.

4.1 Introduction

The sense of community is the top reason many people choose to live in Fort Saskatchewan. The community values social and physical connections throughout the city. The ability to meet residents' daily needs within a short drive; along with our unique historic downtown contributes towards the 'small town feel' that residents cherish. The city's extensive trail network links together our neighbourhoods, the river valley, parks, and amenities, and our residents are also connected to each other through employment in the Industrial Heartland and enrollment in educational and recreational programs. It is our downtown that brings us together for festivals, events, dining and shopping, and to the river valley and the Heritage Precinct. Industries have played an important role in the growth and prosperity of our city.

To ensure future generations have the same fondness and connection to their community this growth strategy focuses on **Building on our Assets**. As we grow to a community of 50,000 residents, we will also need to be **Forward Thinking** to adapt to the constantly changing local and global trends, economies, technology and climate. Historically, our growth has followed the industries; i.e. the early fur trade, the railroad in 1905 and mining industry in 1952. Our growth in 2000s was also largely attributed to expansion of petrochemical operations in the Industrial Heartland. In the future, we need to be ready to respond to the changes in the energy sector, emerging industries, and economic development opportunities.

Fostering our resilience will enable us to stand strong in times of economic downturns, extreme weather and to deal with modern day health crisis such as diabetes, obesity, and heart diseases. Addressing these new opportunities and challenges will require a forward looking, proactive, adaptive, innovative, nimble and solution-oriented approach to development that aligns with the Community Direction Statement and the Pillars of this MDP.

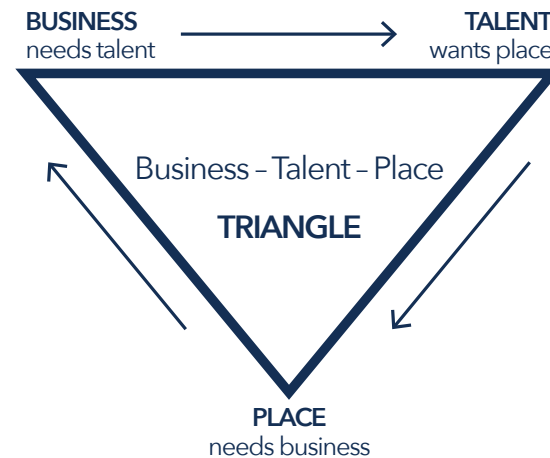
How we build our communities has impacts on our physical, social and economic well-being. We will grow in the right places and at the right scale, to support the long-term vitality of our community. Growing together instead of growing apart will preserve our connections, create infrastructure efficiencies, and enable us to offer increased service levels to our residents. Focusing on enhancing our quality of life, not just our standard of living, will help us attract and retain talented, skilled employees, and industries.

The MDP builds on the high quality of life and strong sense of community that residents cherish by ensuring our neighbourhoods and public places are welcoming, enjoyable, and safe for groups of all ages, incomes and lifestyles. Neighbourhoods with character and amenities will strengthen our identity in the region. Our city will offer choices in housing, employment, education, shopping and entertainment that address the needs of our diverse population.

Through planning, design, and development we will create a connected community that provides opportunities to succeed, innovate, and flourish.

4.2 Economic Strategy: Major Employment Lands

Growing to 50,000 people means growing our economy as well. It will be a cyclical process of people being attracted by our economic growth, and people driving that growth forward. Historically our major periods of growth have been connected to the growth of our industries locally and regionally. We have a tremendous asset of over 550 hectares of available industrial lands with highway access



in Alberta's Industrial Heartland. These lands are identified regionally as Major Employment Lands. Our policy framework will be nimble and adaptive for the next generation of industrial development. It is about being ready for the best value-added types of businesses and industries that would contribute to our growth and resilience through future economic cycles.

Edmonton Global, the regional economic development corporation, identifies key areas of regional advantage as:

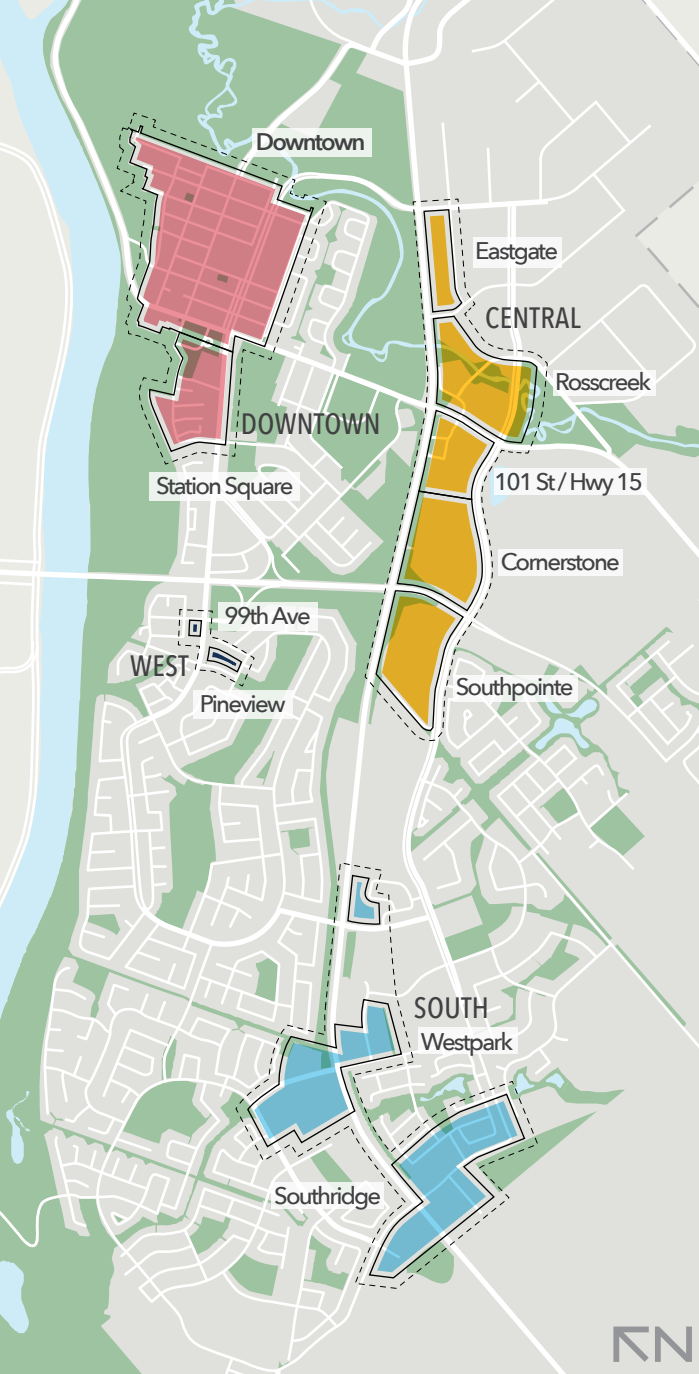
- Food & Agribusiness (e.g. hemp, food and beverage processing);
- Energy (e.g. downstream and clean tech);
- Advanced Manufacturing & Manufacturing (e.g. fabricated machinery, plastics); and
- Life Sciences (e.g. pharmaceuticals, health tech).

Locally, we have major employers in energy, advanced manufacturing, and health with another strong connection to the food and agribusiness. As we look to the future, it is important to analyze our employment lands through the lens of resiliency.

The economy evolves rapidly, and it is important to position the city to be adaptable to new trends, and to be able to take advantage of the opportunities they present. It is important to continue to diversify for the resilience of our local economy because different sectors of the economy will surge forward and slow down at different times. Diversification creates space for innovation as different industries can have operational synergies in product, waste, and service, such as we have experienced between nickel and fertilizer. Some industries need similar supports for their operation and can spawn whole new businesses. The knowledge exchange among employees can support innovative approaches and open entrepreneurial space.

Looking forward, we will strategically promote diverse development in our major employment lands and foster opportunities for knowledge exchange. Attracting diverse investment will enhance our resilience through economic cycles and increase the variety of career paths locally available to our residents. Our major employment lands will drive our growth forward by attracting new residents, enhancing our youth retention and the prosperity of our community.

Figure 1, above. *Business-Talent-Place Triangle.*
Adapted from Airdrie's Economic Strategy, 2018 - 2028.



4.3 Downtown: Everyone's Neighbourhood

Downtown is consistently valued among the residents as the heart of the community. Public engagements consistently demonstrate residents take pride in downtown. It is where we bring visitors from out of town. It is where the entire community comes together at events and festivals. It is where the original Fort that established this community was built. It is the foundation this community was built upon. Residents identified downtown as being a key element of fostering the community's small-town feeling. They value how everything is close by in downtown; a variety of shops, recreation opportunities in the river valley, community events and the Heritage Precinct. Building on these assets means more Fort Saskatchewan residents experience and enjoy these settings, in turn enhancing the vibrancy and diversity of the downtown. We continue our tradition of community events and celebrating our history and downtown remains the focal point of social activities – a place to socialize with friends and loved ones, shop and dine at unique establishments, explore the river valley and be in touch with History at the Heritage Precinct. Enhancing connections among these assets, to the surrounding residential area, and to the rest of the city, is a tremendous opportunity to build on our sense of community.

In the past two decades, the downtown has faced challenges that many small downtowns have experienced across North America. Downtown is our most diverse neighbourhood and the City has long recognized the need to grow its population to ensure its long-term health and vibrancy. When rapid growth began in the early 2000s, the residential growth and therefore the center of our population shifted further from downtown.

As commercial development grew along the highway both large and smaller retailers began to locate along the Highway. The Highway 15/21 corridor has become the main commercial and service centre for most residents.

When the city's population was nearly 14,000; the downtown acted as the commercial core for the city and the surrounding rural communities. Today, despite having almost double the population, the downtown faces challenges including a high vacancy rate. Fort Saskatchewan residents want to see a more vibrant downtown with a variety of restaurants and shopping opportunities, especially unique local and boutique businesses. Yet, downtown has a commercial vacancy rate of 15% (2019 *Retail Gap Analysis*). This disconnect emerges from the disparity between the catchment area of downtown versus the entire city.

Today, only around 4,250 residents have more convenient access to the downtown for commercial services. The rest of Fort Saskatchewan's residents are more conveniently served by commercial establishments along the Highway 15/21 corridor. A population of 4,250 residents only has the capacity to support less than 30% of the current downtown commercial space. As such, a vacancy rate of only 15% demonstrates downtown's unique draw. As the immediate population supporting downtown grows, its vibrancy will increase, and its draw from surrounding areas will become stronger.

Figure 2. Commercial clusters in Fort Saskatchewan.

Although the city witnessed a two-fold increase in its population since the year 2000, the population of downtown has remained largely the same, decreasing slightly, with aging demographics and fewer children. Household sizes are smaller today across the country and in Fort Saskatchewan, meaning less population for the same number of households to support the businesses in place. Downtown is home to the oldest housing stock, some vacant and under-utilized buildings and lots, and some buildings of historic significance. It presents opportunities for redevelopment, reinvestment, and growth. The Growth Strategy for this Plan recognizes the unique development pattern of downtown from more recent suburban developments. Therefore, redevelopment and infill will require careful consideration of the downtown setting and the needs and aspirations of residents and the business community.

This Growth Strategy recognizes the need to grow the population base in downtown and the importance of enhancing direct and convenient multi-modal connections from the rest of the city to downtown. Downtown residential neighbourhoods are desired by many Fort Saskatchewan residents due to their mature tree lined streets, grid street pattern, proximity to schools and services, and access to river valley. Reinvestment, strategic intensification, and redevelopment creating housing options for young families, students, and retirees will allow more residents to enjoy what downtown has to offer, support local businesses and efficiently utilize the City's infrastructure.

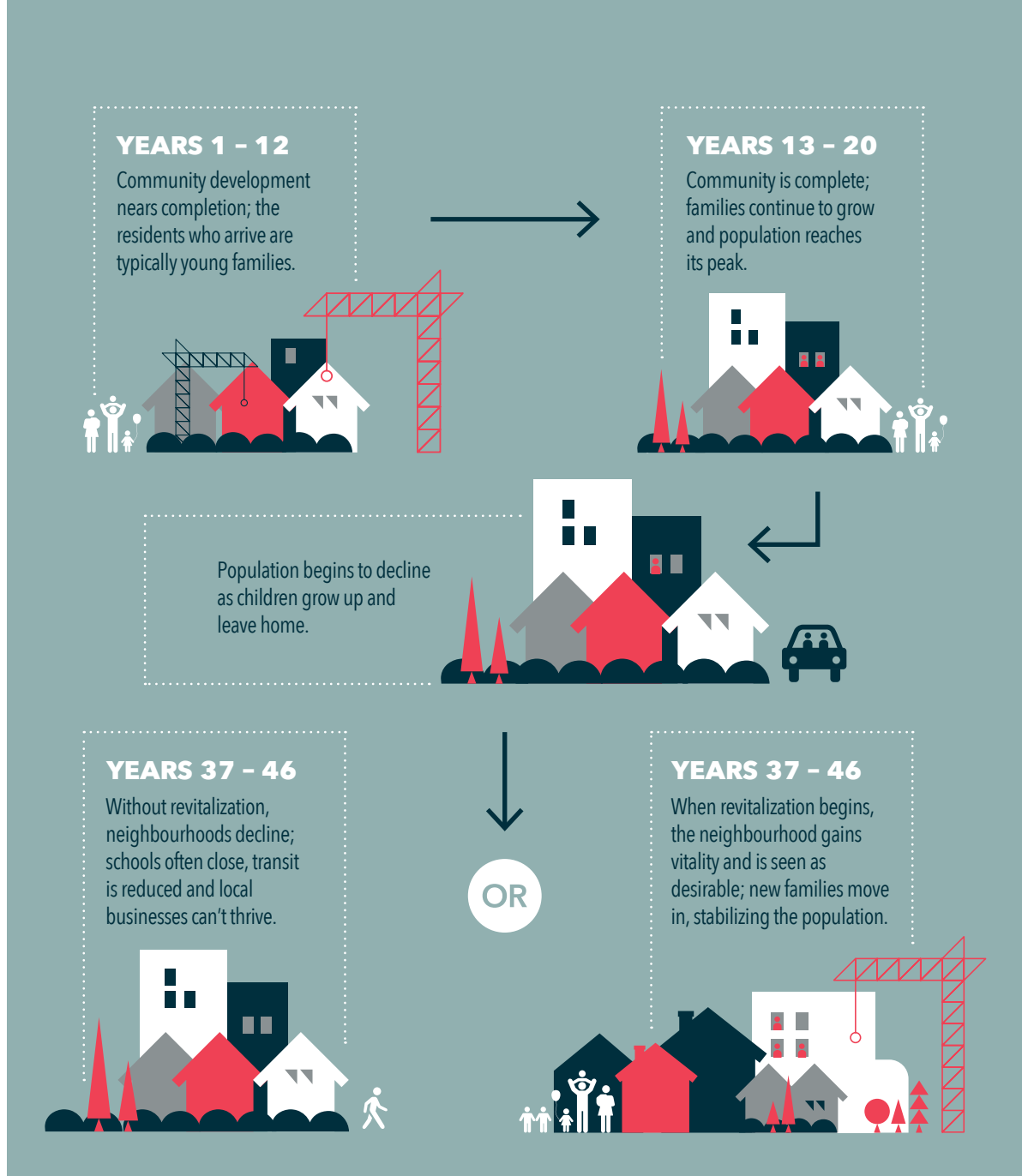


Figure 3. Lifecycle of a neighbourhood. Adapted from smartergrowth.ca/cities-never-sleep.

4.4 Established Neighbourhoods

Similar to downtown, our established neighbourhoods have a long history and legacy in the community. They have extensive green systems, proximity to the river valley, and rich social connections. In addition to plentiful park spaces, they have several schools and mature tree lined streets.

Since 2000, our established neighbourhoods have been experiencing population stagnation or decline. They have an older housing stock primarily from the 1970s and aging neighbourhood demographics. These are normal trends in a neighbourhood's lifecycle and can represent a crossroads for the future direction of a neighbourhood. These trends can be reversed through introducing policy intervention that allows for timely redevelopment, new housing stock and new housing forms that meet diverse housing needs of residents.

The current stock was developed at a time when households were larger and it is not seeing the influx of young families that our developing neighbourhoods do. Older housing stock comes with updating expenses that newer stock will not experience for many years, such as roof replacements. New housing that reflects current demographic and economic trends will attract new residents to our established neighbourhoods.

Great housing choice means new residents can benefit from and support the existing amenities in established neighbourhoods. These interventions make an established neighbourhood's assets available for enjoyment by new residents. This type of policy intervention ideally occurs prior to the loss, deterioration or relocation of any community assets, such as schools, park equipment or programming. New development and intensification also enhances area land values, improving the value of older housing stock, and growing a more efficient tax base. Introducing new residents can allow communities to enhance the quality of local assets such as new and upgraded parks equipment, improved trail maintenance and more programming.

This Growth Strategy emphasizes and prioritizes the revitalization of our established neighbourhoods, utilizing potential redevelopment and intensification sites before we look to new lands for development. This builds on the infrastructure investments the City has already made and creates development efficiencies that can be used to enhance existing amenities and services. This diversification of housing stock in established neighbourhoods will also help provide entry level homes for our youth and opportunities for our seniors to downsize within their neighbourhood. The larger population base will support local businesses and amenities. More population in closer proximity to downtown will also help support the heart of our community.

The Growth Strategy supports the redevelopment and intensification in the right places and at right scale through appropriate transition of development intensity which will be determined through analysis and consultation with residents. It encourages investment to enhance existing assets and amenities in timely manner to support the existing and additional population. The policy framework will facilitate investment in our established neighbourhoods, ensuring the process is straightforward, consistent, and poses as few barriers as possible.

4.5 Enhancing Our Connections Through Multimodal Transportation

Connections have always been foundational to the growth of the city. The city was established on the original transportation corridor of the region, the North Saskatchewan River. As we have grown over time so to have our connections to the region, nation, and globe. Our rail access and proximity to the Edmonton International Airport provides us with multiple avenues to connect nationally and internationally. Roads have become the primary regional transportation corridors and we are situated at the intersection of two Provincial highways, with quick access to the TransCanada highway, connecting us to the region, industry to the north, and the cross-country corridor.

Highway 21 and 15 are the transportation spines for goods and people moving through our community. They serve as gateways into the community and serve residents and industry with excellent regional connectivity. These corridors are, and will remain, critical for our economic success. However, they can also act as barriers, bisecting our community. This Plan recognizes and supports the role of the highways as welcoming gateways to our community that highlight Fort Saskatchewan as a destination. It will build upon these corridors to preserve their current functions while expanding their efficacy as gateways to, and multi-modal connectors between our neighbourhoods.

The connections between our residents and to our community play a significant role in instilling our strong sense of community. The way our communities are designed shape how we experience them and each other. Creating connections to public spaces and local stores in our community gives residents the chance to bump into each other at the stores, in the park, or on the sidewalk. Creating welcoming spaces where neighbours are comfortable spending time, creates opportunities for the social connections among residents to flourish and our sense of community to strengthen. This Plan will focus on improving the physical connections that keep our social connections to each other and our community strong. This plan will work to maintain the small town feel that we have kept as a small city, as we grow to a medium city.

Residents expressed a great sense of pride in our trail system and placed a high value on living an active lifestyle. At the same time almost two-thirds of our residents do not get enough physical activity. We know people that use [active transportation](#) to meet some of their daily needs tend to be healthier and get more physical activity. Building on our existing trail network to better serve residents' daily needs will offer them more ways to live the active lifestyle they desire. As an inclusive community, increasing our multi-modal transportation options also will ensure more of our residents have access to more of our community. A diverse transportation network can maximize residents' ability to enjoy their community.

We will build on the assets we already have, like our substantial trail network, tying that into a broader active and public transportation approach, and being deliberate about making efficient connections. We will cluster higher densities and commercial activities in [nodes](#) and along arterial and collector roads, ensuring they are well served by our transit service and overall active transportation network. A comprehensive mobility network serves all users, regardless of transportation mode. More people walking or taking transit means less traffic on the roads for those that are driving, and cost savings in road upgrades, widening, and maintenance. This approach to connectivity will ensure as we grow that residents stay connected to each other and to assets that meet their recreational, cultural, social, and material needs all while staying active. It will also enhance the connection between all residents, cherished community assets, downtown and the river valley.



➤ SECTION 5.0

City-wide Policies



THE CITY OF FORT SASKATCHEWAN is a choice place for Albertans to live and work. The following City-wide policies aim to create a safe, resilient, equitable and affordable place to live and work, while remaining an efficient and collaborative regional partner.

The City of Fort Saskatchewan's city-wide policies includes the following key components:

Regional Cooperation

The City of Fort Saskatchewan is a part of the Edmonton Metropolitan Region and guided by the *Edmonton Metropolitan Region Growth Plan*. That Plan is a 50-year vision to collaborate and coordinate as a region to manage economic development, infrastructure, services and growth responsibly. The City will continue to work with its regional neighbours and partners, including the Edmonton Metropolitan Region Board, the City of Edmonton, Strathcona County and Sturgeon County, as well as Alberta's Industrial Heartland Association and other regional stakeholders to coordinate efforts at all scales of the region and to promote regional cooperation.

Public Engagement

The City of Fort Saskatchewan recognizes the importance of public engagement as a key component to the democratic process. Public engagement provides information, supports decision making, and gives a voice to residents. The City defines its approach to public engagement in the *City of Fort Saskatchewan Public Engagement Framework*, completed in 2012.

Housing Affordability

It is important that the City of Fort Saskatchewan provides affordable, inclusive and multi-generational housing for all residents in an equitable manner. Residents can live locally with diverse housing choices to suit their needs and preferences through various stages of life.

Emergency Preparedness and Safety

The City of Fort Saskatchewan is responsible for preparing and implementing an emergency management program to deal with all types of emergencies. The City's *Municipal Emergency Plan* establishes a framework that ensures the City is prepared to deal with emergencies, including how to mobilize resources and ensure efficient, reliable, and consistent communication to the public in order to keep the city and its citizens safe.

Environmental Resiliency

The City of Fort Saskatchewan must be prepared for the impacts of climate change such as extreme weather events and remain resilient in the face of any future environmental changes that may take place.

Vacant and Underutilized Lands

The City of Fort Saskatchewan has a number of vacant and underutilized lands throughout the downtown core and developed areas. These lands should be prioritised to accommodate the city's residential growth along with complementary uses and amenities.

5.1 Objectives

- 5.1.a The City has sustainable decision-making tools and processes.
- 5.1.b The City is committed to regional cooperation regarding shared resources and regional coordination of future development including economic development, infrastructure and services.
- 5.1.c The City has tools and procedures in place to prepare for and respond to emergency events.
- 5.1.d The City's statutory plans and planning documents are kept up to date and reflective of the community's values as well as socio-economic and environmental trends.
- 5.1.e The City's development related documents clearly articulate their purpose and remain adaptive to creative approaches that maintain or exceed the intent.
- 5.1.f City departments have the tools and processes they need in place to work collaboratively and effectively to best serve our community.
- 5.1.g City neighbourhoods are designed to achieve a feeling of comfort and safety.
- 5.1.h The City supports affordable housing and transportation options to provide all residents the greatest access to what our community offers and reduce the need for non-market alternatives.
- 5.1.i The City has implemented statutory and guiding documents to support sustainable development and building practices.
- 5.1.j The safety of everyone who lives, works, and plays in Fort Saskatchewan is integral to City decision making and operations.
- 5.1.k Civic facilities are for everyone and are built with inclusive designs to enable access and use.
- 5.1.l The development application review process is proactive, supported by a strong solution oriented service approach to pursue the highest and best use development.
- 5.1.m All development is consistent with Regional Plans.

5.2 Policies

Regional Cooperation

- 5.2.1 Work with the Edmonton Metropolitan Region Board and service commissions to accomplish regional objectives.
- 5.2.2 Partner with neighbouring municipalities and stakeholders to assess, monitor and plan for shared resources such as the North Saskatchewan watershed.
- 5.2.3 Continue to promote partnerships for regional infrastructure, transportation, transit, protective and emergency services, social services, and any other service that may gain efficiency and efficacy from a regional approach.
- 5.2.4 Coordinate with regional municipalities to address the transport and management of topsoil from one municipality to another.¹

Public Engagement

- 5.2.5 Offer comprehensive and inclusive public engagement opportunities for proposed civic facilities, developments, and infrastructure projects in order to discover diverse perspectives.
- 5.2.6 Update the *City of Fort Saskatchewan Public Engagement Framework* to encourage opportunities for a diversity of perspectives and reduce barriers to participation.

Emergency Preparedness and Safety

- 5.2.7 Ensure the *Municipal Emergency Plan* is regularly updated to provide rapid support to the public in times of emergency and provide the necessary resources to implement it.
- 5.2.8 Enhance the *Municipal Emergency Plan* through the inclusion of cumulative and compounding use based risk assessments to better align plans, policies, and operations with our community's needs and risk profile.
- 5.2.9 When required, provide regional support in times of emergency, disaster, and crisis while prioritizing the safety and security of Fort Saskatchewan and its residents.
- 5.2.10 Partner with regional, private, and not-for-profit organizations to amplify the ability to aid the public during emergencies.

Environmental Resiliency

- 5.2.11 Pursue LEED building standards, or equivalent, for all civic facilities.
- 5.2.12 Encourage energy efficient design for new buildings, and retrofits in existing buildings and infrastructure, using means such as grant programs.
- 5.2.13 Support the redevelopment of brownfield sites through the use of incentives or similar tools.
- 5.2.14 Soil should be recognized as a limited non-renewable resource and managed accordingly.¹

Vacant and Underutilized Lands

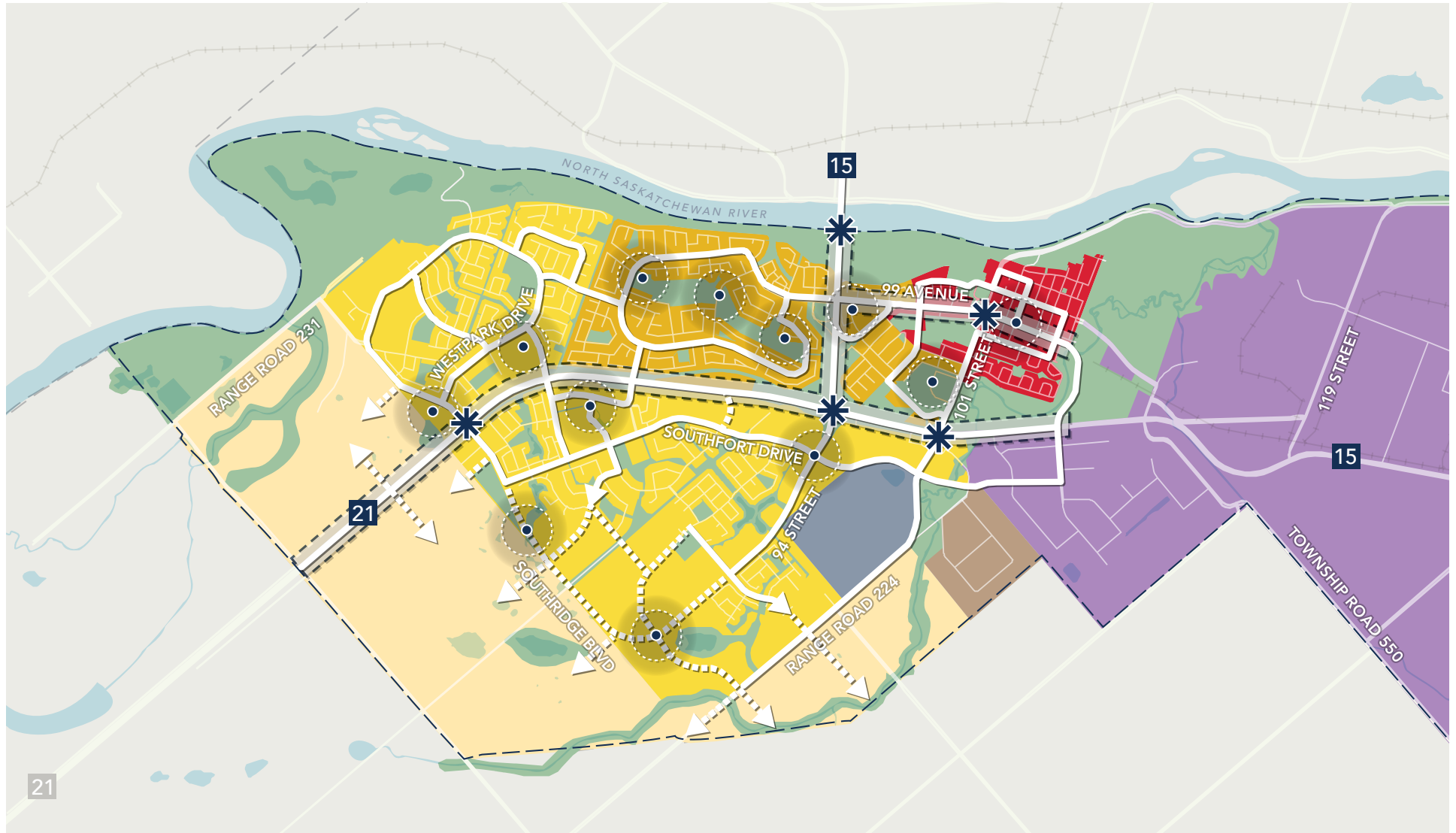
- 5.2.15 Inventory vacant and underutilized lands and buildings, including City owned lands, and develop strategies to transition vacant lands, vacant buildings, and underutilized sites into vibrant active spaces.
- 5.2.16 Explore public-private partnerships to develop priority underutilized sites to meet municipal mixed-use objectives.

Housing Affordability

- 5.2.17 Ensure proposed housing options align with the housing needs and affordability of the community.
- 5.2.18 Identify development incentives for the provision of non-market affordable units in mixed market builds.
- 5.2.19 Continue monitoring demographic changes and trends at the neighbourhood level to determine housing needs for all ages.
- 5.2.20 Explore public-private partnerships to provide mixed market affordable housing developments.
- 5.2.21 Explore potential for affordable housing developments on former school sites and City owned lands.

¹ As amended by Bylaw C16-24.

Community Framework



- Open Space & Natural Areas
- Downtown
- Established Neighbourhoods
- Developing Neighbourhoods
- Future Urban Areas

- Major Employment Lands
- Special Study Area
- Correctional Centre
- Existing Major Street Network
- Future Major Street Network

- Gateways
- Nodes
- Urban Design Study Area

N7

➤ SECTION 6.0

Our Neighbourhoods



FORT SASKATCHEWAN experienced unique periods of development throughout its growth from a Fort to a City.

6.1 Introduction

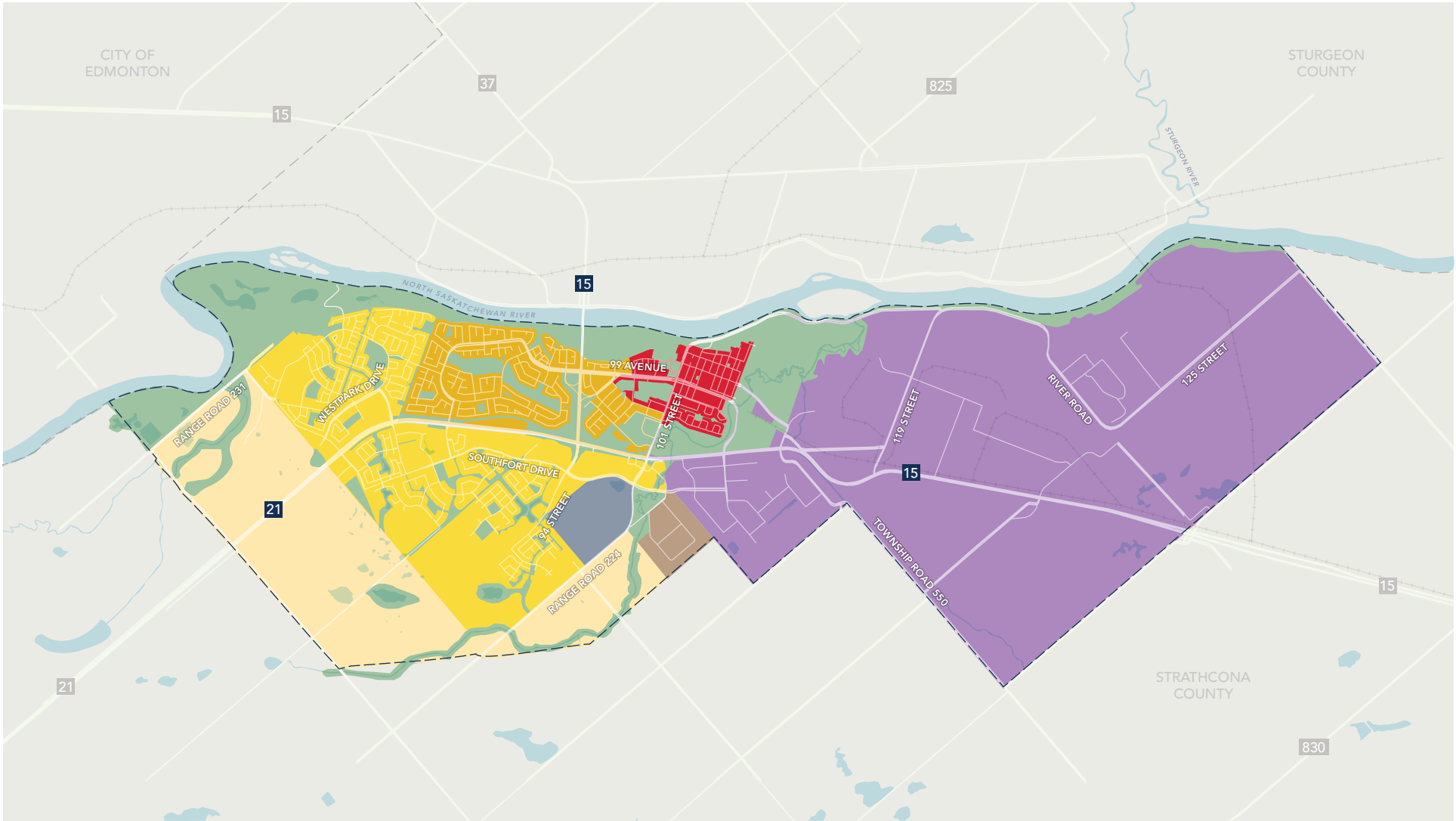
The city's neighbourhoods grew in sections influenced by the two highways bisecting the community and the bordering North Saskatchewan River. Growth first occurred in Downtown around the original Fort and then rail line. Housing proceeded to develop in the area between Highway 15 to the west, Highway 21 to the south, the river to the north, industry to the east. The city grew along the river valley, crossing Highway 15 as 1970s approached. Most of Pineview developed in the 1970s. As the 1990s approached, Westpark began developing bringing the city further along the river. The majority of Westpark developed post 2000 and is still developing today. In the early 2000s, residential development crossed Highway 21 beginning the city's growth to the south and starting the Southfort neighbourhood.

The city's distinct growth periods created distinct neighbourhood types that are best served by tailored policy approaches. As one community, the General Neighbourhood policies capture the commonalities among our neighbourhoods and promote the values of residents. Throughout our neighbourhoods, centres of activity have grown over time. These areas, referred to as nodes in this plan, have a variety of drivers. Some are centred on commercial activity, some are recreational in nature, and others come from a convergence of green spaces and transportation networks. All of these nodes serve our residents and provide locations for them to come together. These neighbourhood focal points will receive their own intention and will be grown to allow more residents to enjoy and connect.

The **Downtown, Established Neighbourhoods, Developing Neighbourhoods**, and **Future Urban Areas** capture specific policy direction for each of these geographies to best serve their context. **Downtown** policies direct scale appropriate growth to the heart of the city. **Established Neighbourhood** policy ensures our older neighbourhoods are positioned to share our sense of community with new residents now and into the future. **Developing Neighbourhood** policy recognizes these areas have direction from existing ASPs while capturing regional trends and resident aspirations. The **Future Urban Areas** policy will ensure future ASPs continue to reflect the desires of residents and that development occurs in an inclusive and responsible manner.

MAP 3

Policy Areas



- Open Space & Natural Areas
- Downtown
- Established Neighbourhoods
- Developing Neighbourhoods
- Future Urban Areas
- Major Employment Lands
- Special Study Area
- Correctional Centre

➤ 6.2 General Neighbourhoods

Neighbourhoods are the building blocks that make up communities. They are organized to provide housing, education facilities, parks and open spaces, recreation facilities and social gathering places.

When designed well, neighbourhoods foster a strong sense of community, promote healthy lifestyles, encourage active modes of transportation, offer a variety of small scale commercial amenities and personal services as well as provide affordable and accessible places to live.

Neighbourhood Nodes act as walkable neighbourhood centres and local destinations for adjacent residential areas. Nodes generally contain higher density residential development, neighbourhood scale commercial uses, civic facilities, and cultural, recreational and social gathering spaces for the neighbourhood.

The composition of each node varies, with either a recreation focus, a commercial focus and/or an institutional/educational focus, however, all nodes will accommodate a mix of uses and the focus for neighbourhood activity. Nodes will be well connected to the surrounding neighbourhood, providing active and public transportation connections. The design and character of a node should incorporate a high-quality standard of architecture and landscaping, and a diverse range of amenities with a strong sense of place and identity.

Objectives

- 6.2.a A range of indoor community gathering spaces, such as libraries, community halls, and cafes are located near residences.
- 6.2.b The amount of indoor community gathering spaces is increased.
- 6.2.c [Public and private outdoor spaces](#) are increased and accessible throughout the city.
- 6.2.d Public and private outdoor spaces are designed for use and enjoyment through all seasons.
- 6.2.e Neighbourhoods and public spaces are designed to be welcoming, comfortable, and visually interesting to encourage positive interactions between residents.
- 6.2.f The [built environment](#) of neighbourhoods is varied and diverse.
- 6.2.g Access to neighbourhood businesses and services is increased to meet the needs of surrounding residents.
- 6.2.h Neighbourhood nodes are developed utilizing walkable designs, a mix of uses, and higher densities to serve as hubs of community activity.
- 6.2.i The number of recreational amenities that are within walking distance of residences is increased.
- 6.2.j Diverse housing types are integrated into the community to meet the needs of our different ages, incomes and household sizes.
- 6.2.k Neighbourhoods are multi-generational.



Figure 3.1. Establish Neighbourhood Based on Pedestrian Shed (400m Radius, +/- 160 Acres/65 Ha).

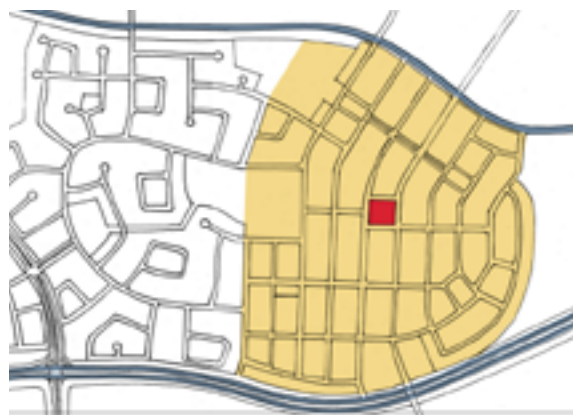


Figure 3.2. Establish Central Public Space as Neighbourhood Center. A transit Stop Goes



Figure 3.3. Locate the commercial center relative to major, highly visible transportation routes. This is where the highest density residential and most intense uses are located.



Figure 3.4. Connect the Center to Major Routes and Amenities.



Figure 3.5. Established a connected network of streets and pathways that shape walkable blocks.



Figure 3.6. Distribute a range of public spaces within close proximity of all residences.



Figure 3.7. Apply land uses to parcels. Neighbourhoods should have a range of building types and intensities.



Figure 3.8. Identify important viewshed & view terminations for special buildings, and/or an architectural response to its visible location. This supports wayfinding and builds character.

Policies

Nodes

- 6.2.1 Nodes located within Future Urban Areas shall develop at or above 70 du/nrha to support business, services and amenities.
- 6.2.2 Nodes within established and developing areas should intensify to or above 60 du/nrha to support business, services and amenities.
- 6.2.3 Nodes shall transition to lower densities at their periphery to integrate with adjacent neighbourhoods.
- 6.2.4 Nodes should include medium-density or high-density developments and are encouraged to include a mix of both.
- 6.2.5 Large-format commercial or retail uses should be integrated into mixed-use, medium-to-high density developments.
- 6.2.6 Developments shall be street-oriented with transparent active interfaces and provide multiple pedestrian connections, to promote pedestrian-oriented development and 'eyes on the street'.
- 6.2.7 Nodes shall have a diversity of uses, such as mixed-use, office, small-to-medium format retail, entertainment, institutional, civic, multi-residential and open spaces.



Figure 4. Densification of a Node should occur from the inside out – areas of higher intensity of use (red) are clustered around a central public space – in this case, a recreational greenspace (green). Intensity of use decreases as one moves further away from the central public space (yellow).



Figure 5. Parking is located within the block, behind buildings which face the street to accommodate pedestrians first.

How Gathering Spaces Foster a Sense of Community

Gathering spaces, such as parks, plazas, halls and small businesses can foster a sense of community belonging by facilitating social interactions, chance encounters between neighbours and opportunities to develop friendships.

A sense of community is associated with improved wellbeing, increased feelings of safety and security and civic responsibility.

Crime Prevention through Environmental Design (CPTED)

CPTED are design principles used to discourage crime and increase the safety of public spaces and facilities. The three main CPTED principles are:

1. **Natural Surveillance.** Natural surveillance methods include keeping areas well lit, in particular building entrances, eliminating hiding spots such as tall hedges or trees, and providing clear lines of sight.
2. **Access Control.** Access control methods include limiting quick access to entryways through fences or gates and utilizing curbing and landscaping to direct foot traffic.
3. **Territorial Reinforcement.** Territorial reinforcement methods create a clear distinction between public and private property, such as ownership signage and keeping an area well-maintained to indicate occupancy.



Figure 6. Parks should be optimally located to accommodate residents within neighbourhoods. By striving to locate either an active or passive outdoor greenspace within 400m of every dwelling unit, residents are provided with more opportunities to be outside, which has been identified as a way to support public health, mental wellness, and reduce stress.

- 6.2.8 Nodes shall include amenities such as street furniture, public art, bike parking and pedestrian-scaled wayfinding.
- 6.2.9 Nodes should include new parks, plazas, and community gathering spaces.
- 6.2.10 Explore and establish reduced parking requirements within Nodes.
- 6.2.11 Parking shall be concealed within buildings with at grade active frontages, located at the rear of the buildings or located at the side of the building with decorative screening and increased landscaping.
- 6.2.12 Provide local transit connections to areas surrounding Nodes.
- 6.2.13 Nodes should provide regional transit connections to surrounding areas.

Parks, Open Spaces, and Civic Facilities

- 6.2.14 Increase the number of parks, open spaces, and civic facilities within neighbourhoods.
- 6.2.15 Create scale appropriate and optimally located gathering spaces, pocket parks, plazas, and/ or community gardens to increase interaction between neighbours.
- 6.2.16 Public spaces and facilities shall incorporate universal design standards.
- 6.2.17 Public spaces shall be designed and programmed incorporating design principles of *8 80 Cities*.
- 6.2.18 Utilize Crime Prevention Through Environmental Design (CPTED) principles in the development of parks, open spaces and public facilities to promote safety and comfort for all users.
- 6.2.19 New community facilities should be designed and regulated to allow for adaptation to accommodate multiple uses over time.

Eyes on the Street

The phrase “**eyes on the street**” is most commonly attributed to Jane Jacobs, an urbanist and activist whose writings championed a community-based approach to urban planning and design. The concept of “eyes on the street” refers to providing citizens with the opportunity to watch activities taking place in city streets. This community watch keeps the street safer to use, it encourages positive activity because if trouble or danger becomes present, the community is watching – they have their “eyes on the street” and therefore are ready to support those in need or at risk of trouble. It is a principle consistent with Natural Surveillance as explained in *Crime Prevention Through Environment Design*.



Figure 7. Windows, balconies, and even front door steps and landings provide building transparency and allow residents to interact with and keep watch over the public street.

School Sites

- 6.2.20 Where feasible, school buildings should be utilized as community facilities outside of school hours.
- 6.2.21 Collaborate with school authorities on where to locate joint school and municipal facilities and developing joint use agreements for these facilities.
- 6.2.22 Existing school buildings should be used as schools or other educational uses. If this is not feasible, the school building and school site should be adapted and reused for alternative uses, including community-oriented uses, open space, or other uses as identified.
- 6.2.23 New school facilities should be designed to allow for adaptation in order to accommodate multiple uses over time.



Figure 8. Quality architecture choices, including street-facing balconies, awnings, a diversity of balcony and porch forms, are attractive features on both commercial and residential buildings that contribute to street appeal. Corner lot development should engage with both streets they face.



Figure 9. Providing front door street access to and from buildings are another way to prioritize the pedestrian while promoting engagement with the street.

Universal Design

Universal Design is the design of spaces and buildings to make them accessible to all people regardless of age, ability, and other characteristics to maximize ease of use for all users.

The 7 principles of Universal Design:

1. **Equitable Use.** The design is useful to people with diverse abilities.
2. **Flexibility in Use.** The design accommodates a wide range of individual preferences and abilities.
3. **Simple and Intuitive Use.** Use of the design is easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level.
4. **Perceptible Information.** The design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.
5. **Tolerance for Error.** The design minimizes hazards and the adverse consequences of accidental or unintended actions.
6. **Low Physical Effort.** The design can be used efficiently and comfortably and with a minimum of fatigue.
7. **Size and Space for Approach and Use.** Appropriate size and space is provided for approach, reach, manipulation, and use regardless of the user's body size, posture, or mobility.

Urban Design

- 6.2.24 Encourage sustainability, excellence, creativity, and innovation in architectural, landscape, site, and neighbourhood design.
- 6.2.25 Developments shall incorporate high quality urban, landscape, and architectural design to ensure development builds upon and adds value to the neighbourhood's established character.
- 6.2.26 Developments shall be street-oriented with transparent active interfaces and provide multiple pedestrian connections to promote 'eyes on the street' and [pedestrian oriented development](#).
- 6.2.27 Developments shall address adjacent street and/or public space through incorporating quality architecture, appropriate setbacks, scale, and massing, building features such as balconies, windows, canopies and terraces, and landscaping and fencing that contributes to the street appeal.
- 6.2.28 Commercial areas shall be designed to include a variety of elements that enhance the public realm, such as landscaping, outdoor patios, courtyards, plazas, fountains, building articulation, covered walks, and other placemaking features.
- 6.2.29 Commercial areas shall be designed to ensure that site access, parking, and circulation for commercial uses prioritize pedestrian movement and are easy to navigate in a safe manner with pedestrian pathways, and lighting.
- 6.2.30 Parking areas shall be designed to minimise contiguous hard surfaces through the incorporation of landscaping elements.
- 6.2.31 Residential or mixed-use developments should incorporate ground floor units with front door access to the street.

8 80 Cities

8 80 Cities is a philosophy of city building which proposes that if an urban place is designed to function well for both an 8-year-old and an 80-year-old, then it will be a great place for all people. The *8 80 Cities* concept engages youth and elderly in creating our cities and advocates for creating safer, walkable and bike friendly environments, and improving transit access and services.

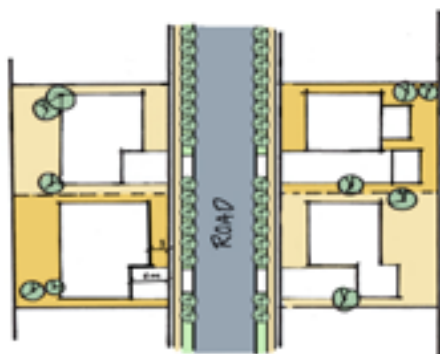
- 6.2.32 Neighbourhoods shall have a diversity of housing types to enhance character along block frontages, and within neighbourhoods meeting the various financial, lifestyle, and cultural needs of our diverse population.
- 6.2.33 Locate higher density residential, commercial, and mixed use developments along transit routes and near open spaces, school sites and community services.
- 6.2.34 Developments shall demonstrate application of Winter City design principles.
- 6.2.35 Utilize Crime Prevention Through Environmental Design (CPTED) principles in the development of neighbourhoods, including residential and commercial areas, to promote safety and comfort for all residents.
- 6.2.36 Lighting sources should be shielded, diffused, or indirect to avoid spillover on adjacent properties, nighttime sky light pollution, and glare to pedestrians and motorists.
- 6.2.37 Area Structure Plans and Area Redevelopment Plans shall include design guidelines for the neighbourhood to promote innovative and diverse built forms and architectural style, pedestrian-oriented design, and a high-quality public realm.

6.2.38 Encourage creative approaches to subdivision and neighbourhood design that demonstrate innovative and creative approaches to fulfilling plan objectives, such as:

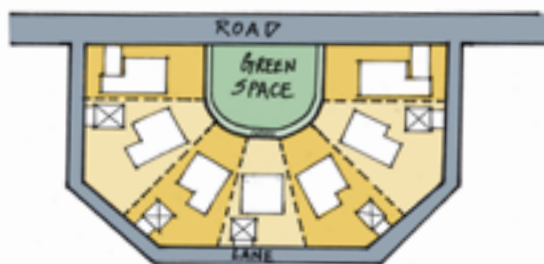
- a. Porkchop lots
- b. Shallow wide lots
- c. Alley oriented developments
- d. Radburn concept developments
- e. Fronting greenspaces
- f. Alternative roadway designs



a) Porkchop lots



b) Shallow wide lots



c) Alley oriented developments



d) Radburn concept developments



e) Fronting greenspaces

Winter City Design

Fort Saskatchewan is a northern city that warrants a Winter City approach to design to increase the use of public spaces and enhance livability during the winter months. Winter City Design is an all-seasons approach to city building, incorporating design elements that enhances the comfortable use and vibrancy of the public realm.

Winter City design principles include:

1. Orienting buildings and open spaces to maximize sun exposure
2. Creating windbreaks through effective site planning, landscaping and building design
3. Creating shelter through building elements such as awnings and promenades and building setbacks
4. Utilizing site and building lighting, colour treatments, accent materials to offset darkness and monotony
5. Designing flexible, comfortable, accessible, and enjoyable public and private outdoor spaces in all seasons, and
6. Develop flexible public spaces that enable a variety of programming and uses to support greater activity throughout the day and year.

Housing

- 6.2.39 All neighbourhoods shall have a diversity of housing types, such as single and semi-detached, duplexes, townhomes, rowhouses, stacked townhomes, multi-attached residential, and accessory dwelling units to meet the various financial, lifestyle, and cultural needs of the city's diverse population and to achieve municipal and regional housing targets.
- 6.2.40 Support the provision of market affordable and non-market affordable housing in all neighbourhoods.
- 6.2.41 Encourage the location of affordable housing options along transit routes and near commercial uses, open spaces, school sites and community services.
- 6.2.42 Encourage the inclusion of barrier free and adaptive units in multi-unit residential developments.

Infill Development

- 6.2.43 Encourage safe and secure development of accessory dwelling units to facilitate aging in place and multi-generational neighbourhoods.
- 6.2.44 Undertake a Mature Neighbourhoods Strategy and/or Land Use Bylaw Overlay working with the community to determine suitable residential infill, redevelopment, and renovation types for the downtown fringe and established neighbourhoods in order to rejuvenate the neighbourhoods and maximize the use and viability of existing services and facilities.
- 6.2.45 Support Infill developments and redevelopment projects that address and complement existing surrounding development through building massing and site design.

Barrier-Free & Adaptive Residential Units

Barrier-free (also known as accessible, universal, or inclusive) design creates a built environment usable by everyone. This means taking into consideration the varying sensory abilities of a diverse population, including vision, hearing, communication, mobility, and cognition.

Barrier-free design for residential application is most often personalized in accordance with one's abilities and lifestyle. The special features unique to an individual's abilities usually involves costly renovations and time to complete the project, and may involve some minor inconveniences to the occupant.

Developers and designers can follow general residential design standards when constructing multi-residential developments that will accommodate most disabilities, either in selected units or in all units. Some of these design elements include:

1. Zero or ground level threshold (that is, an entrance to the unit with no steps);
2. 1.5 m turning diameter in all areas of the unit, including entry and laundry areas;
3. Light switches should be mounted between 1200 – 1400 mm when measured from the centre line of the plate to the finished floor; and
4. Lever-handled hardware on all doors that latch.

Minimum barrier-free design requirements are derived from the provincial and national building codes. The Province of Alberta has a robust Barrier Free Design Guide that all builders are expected to have a working knowledge of and adhere to whenever possible.



Figure 10 (left). Infill units (highlighted in red) could include attached units such as basement suites, laneway suites (typically located over a garage unit), or even stand-alone detached units located at the rear of a property beside or in lieu of a garage.

Figure 11 (right). In this example, the infill development (in red) "fits in" to the established streetscape – it is only slightly taller than the existing houses on the street and abides by the same setback (red dotted line). It is unique and has its own sense of character, but looks like it belongs on this street.



PRINCIPLE 1

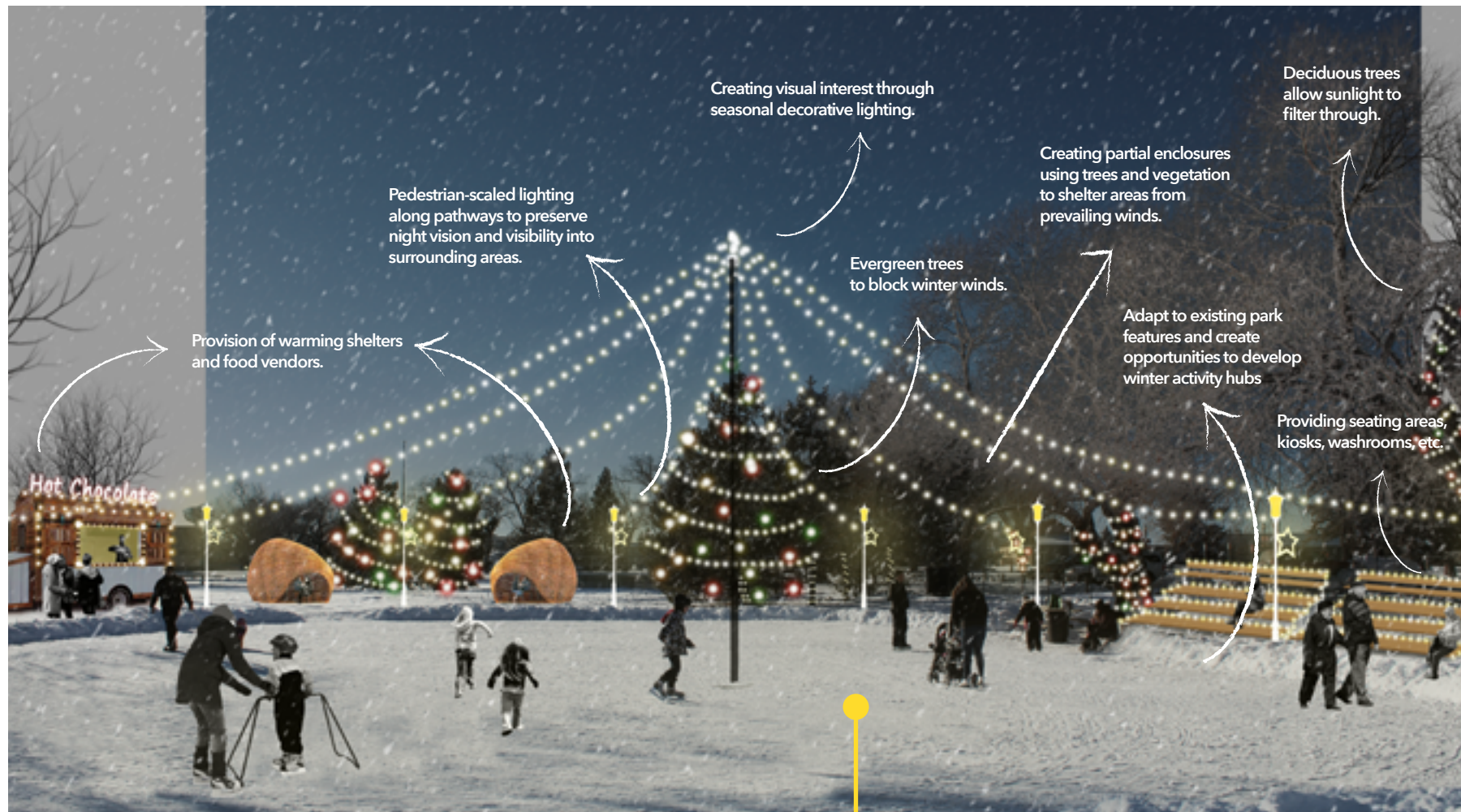
Orienting buildings and open spaces to maximize sun exposure.

6.2.34

Developments shall demonstrate application of Winter City design principles.

8.3.25

Maintain snow clearing policies to ensure active transportation routes are prioritized.



BEFORE

6.2.34

Developments shall demonstrate application of Winter City design principles.

PRINCIPLE 6

Develop flexible public spaces that enable a variety of programming and uses to support greater activity throughout the day and year.



6.2.34

Developments shall demonstrate application of Winter City design principles.

PRINCIPLE 3

Creating shelter through building elements such as awnings and promenades and building setbacks.

➤ 6.3 Downtown

Downtowns are the heart and soul of many cities. Downtowns tend to be the most historically significant area, the centre of commerce, and the place where most residents refer to when describing their community.

Downtown Fort Saskatchewan exemplifies these concepts as the initial settlement location, the home of the historic precinct, original fort and location of many community celebrations today. In recent years it has experienced stagnation with limited new investment and development. The population of Downtown has been consistent. As per 2019 statistical data it is slightly below its population in the year 2000 and predominantly home to older adults. This stagnation has resulted in part due to the decentralization of commercial and residential development to other areas of the city, such as along Highway 21 and to the south. These areas captured new commercial business growth over the past two decades, mostly in the form of large-format (big-box) retail and most new housing development.

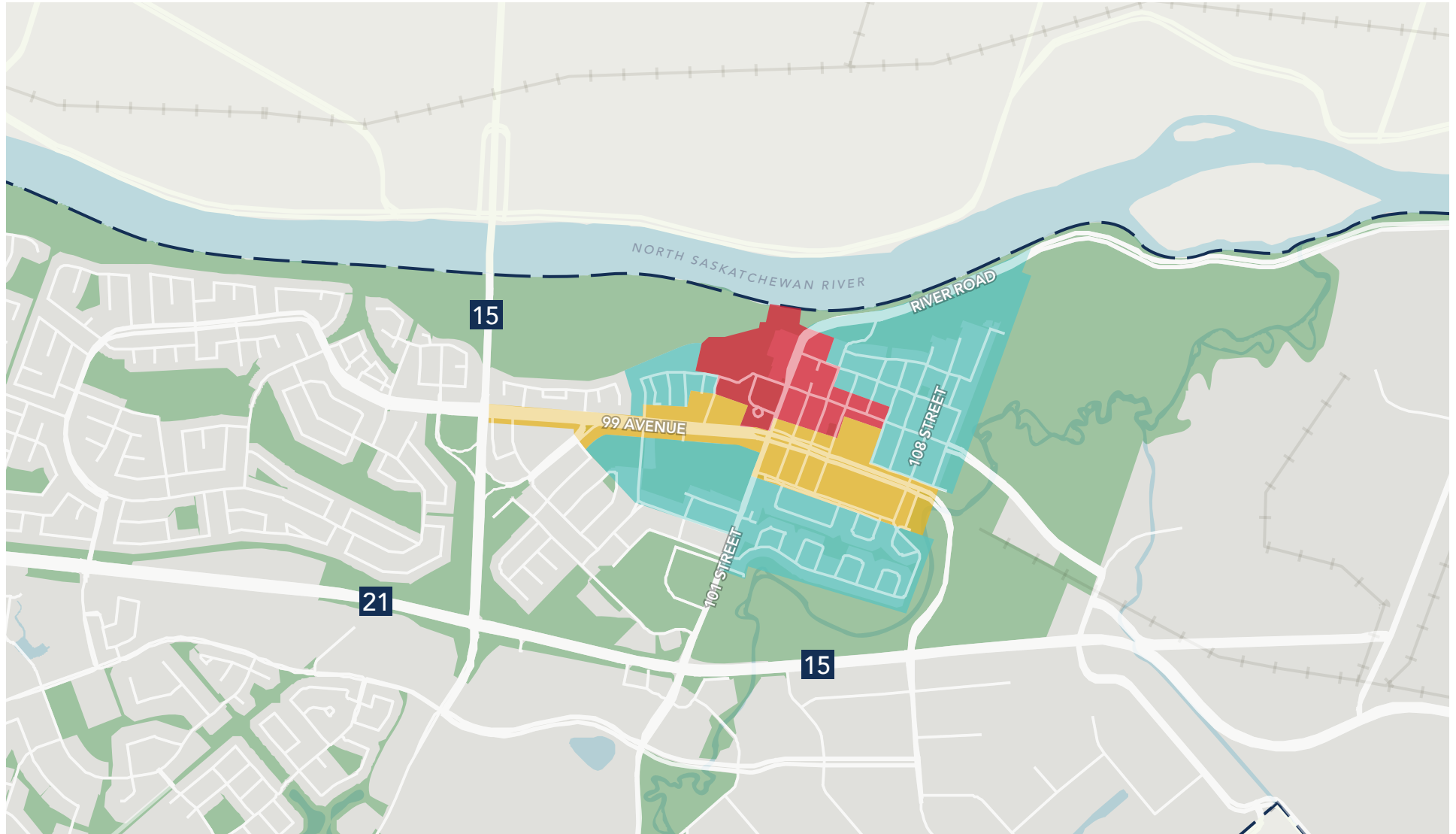
The *Downtown Area Redevelopment Plan* was completed in 2009. The strategic approach to downtown will require a re-evaluation and potential update to realize the CDS set out by the MDP. Supporting the existing businesses in the Downtown and creating a vibrant downtown experience requires a greater population base in and around the downtown area along with a variety of commercial and social activities that offer unique experience unlike those found in suburban and highway commercial settings. Downtown will continue to evolve as the heart of the city.

The City of Fort Saskatchewan's Downtown includes the **Downtown Core**, the **99 Avenue Corridor** and the **Downtown Fringe** areas as shown in the Downtown Policy Areas Map (Map 4).

Objectives

- 6.3.a Land, development, and public investment is strategically utilized to enhance the small-scale urban quality of downtown.
- 6.3.b Dwelling units in the Downtown Fringe increase by 15%.
- 6.3.c The Downtown Core and 99 Avenue Corridor intensifies to 100+du/nrha to support the vitality of businesses and enhance the liveliness of downtown.
- 6.3.d Downtown is home to more local businesses that are financially viable and growing.
- 6.3.e Downtown's commercial vacancy rates are down from 15% to 7% by 2029.
- 6.3.f 99 Avenue is a multi-modal high-density mixed-use corridor that serves as a spine supporting Downtown.
- 6.3.g More people visit and enjoy downtown for longer.

Downtown Policy Areas



N7



- Open Space & Natural Areas
- Downtown Core
- Downtown Fringe
- 99th Avenue Corridor

Policies

General

- | | | | |
|-------|--|--------|--|
| 6.3.1 | Develop a <i>Downtown Strategic Action Plan</i> and review it every three (3) years to ensure the continued viability of the downtown. | 6.3.8 | Enhance downtown vibrancy by increasing its residential density and active street-level uses. |
| 6.3.2 | The <i>Downtown Area Redevelopment Plan</i> shall be reviewed in accordance with this Plan to inform an overarching redevelopment strategy. | 6.3.9 | Encourage locating housing units in the Downtown area. |
| 6.3.3 | Invest in strategic Downtown infrastructure projects to foster growth and development. | 6.3.10 | Encourage locating high quality residential development at appropriate downtown locations through incentive measures such as tailored policy approaches and strategic land management. |
| 6.3.4 | Develop a downtown gateway feature using distinctive urban design, lighting, enhanced landscaping, and public art features. | 6.3.11 | Develop a central trailhead and tourism hub downtown, leveraging the river valley, the Historic Precinct and the city's position at one end of our regional trail network to attract visitors. |
| 6.3.5 | Developments shall be street-oriented and create active interface with the pedestrian realm. | 6.3.12 | Simplify and expedite the sidewalk café application process to encourage their use. |
| 6.3.6 | Prioritize downtown locations for new educational, recreational, and childcare facilities to accommodate families with children that live, work, or play downtown. | 6.3.13 | Work with the downtown business community to extend the hours of business operations. |
| 6.3.7 | Land uses that are industrial or vehicle-oriented developments shall not be expanded and new industrial or vehicle-oriented uses shall not be allowed. | 6.3.14 | Promote business support programs including City grants and incentives to encourage new and existing business expansions in the Downtown. |
| | | 6.3.15 | Attract targeted businesses and development to appropriate downtown locations, which may include activities such as entertainment, cultural, educational, retail, and office uses. |

Commercial Vacancy Rates

The *2019 Retail Market and Gap Analysis* identified that overall, the city has a retail vacancy of just over 5.3%, suggesting a relatively healthy retail environment overall. While the Downtown core is envisioned as the heart of the city, it suffers from the highest vacancy rate of commercial areas at 15%, with a high amount of tenant turnover. The area within Downtown with the highest vacancy rate is Fort Station and Market Square, with a vacancy rate of 33.2%. Decreasing Downtown's vacancy rate to the city average will ensure that Downtown provides a healthy retail environment and vibrant place.

Downtown Core

The Downtown continues to be identified as the community's pride and joy. It is a place for residents, visitors, and workers to shop, explore, and relax. The Downtown Core is defined by many unique features. City Hall is a significant civic focal point. Jubilee Park and the Heritage Precinct are places for major community events and gatherings. The recently revitalized main street (100 Ave) includes plantings, street trees, pedestrian crossings, on street parking, and patio areas that complement existing small-format retailers and restaurants.

- 6.3.16 Encourage development of mid-rise street-oriented buildings to complement the existing Downtown Core built form.
- 6.3.17 Encourage the redevelopment of vacant lots in the Downtown core through marketing and economic development initiatives.
- 6.3.18 Conceal parking within buildings with active uses at grade or located at the rear of the buildings.
- 6.3.19 Work with property owners to activate vacant and underutilized sites through temporary uses.
- 6.3.20 Continuously review and monitor business and development incentives for downtown.
- 6.3.21 Explore the development of a Business Revitalization Zone and other downtown resources to support business vitality downtown focused staff resources.
- 6.3.22 Promote existing and pursue new events and programming that animate and activate the Downtown Core on a frequent basis.

99 Avenue Corridor

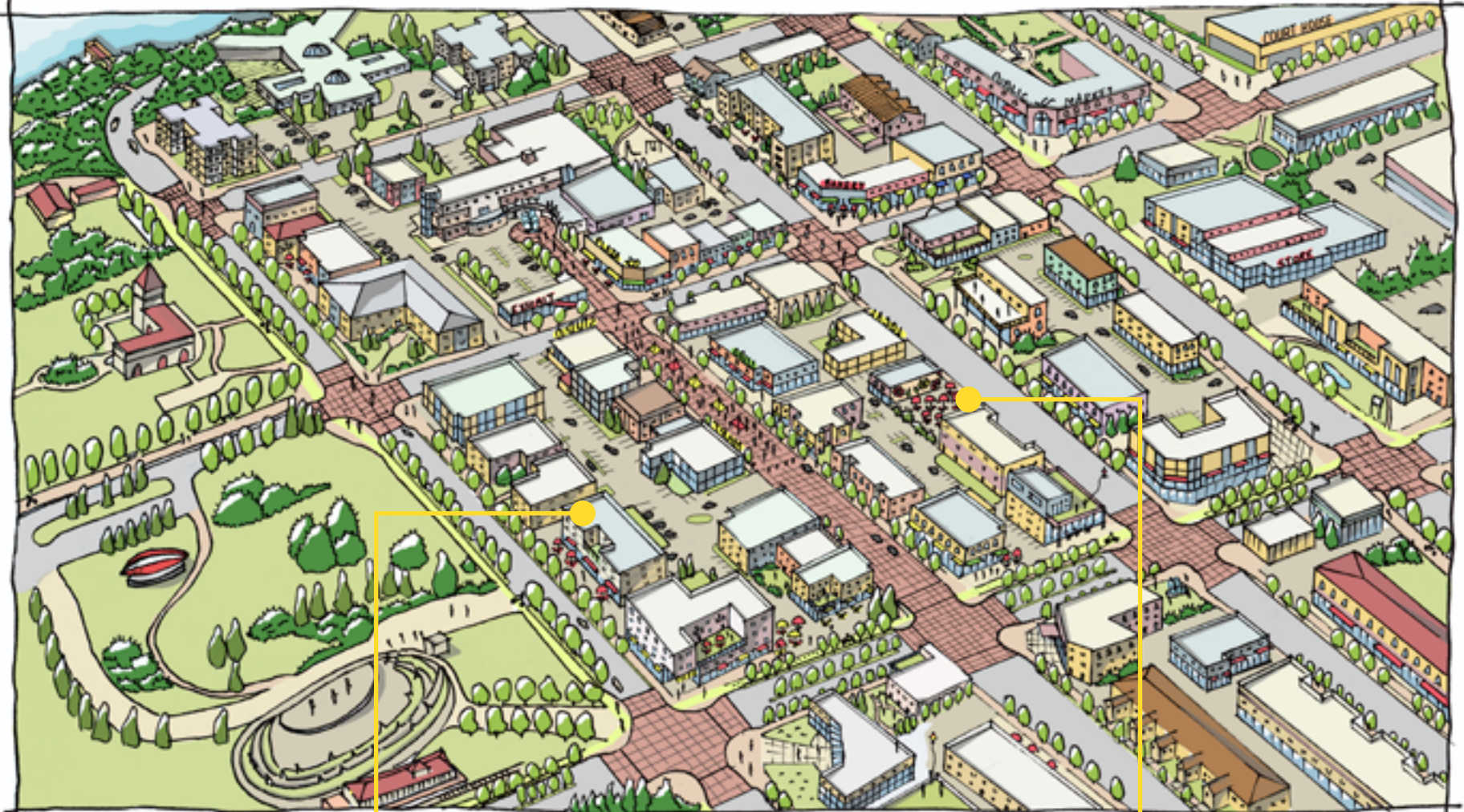
99 Avenue is a multi-modal corridor that connects downtown to the rest of the city. It is currently vehicular oriented in design, defined by a large road right of way and surface parking lots fronting on to the road in many instances. A multi-purpose pathway runs along the northwest side, connecting to the larger city-wide active transportation network. The 99 Avenue Corridor presents a unique opportunity to create a vibrant, pedestrian-oriented and active transportation corridor that fosters public and private redevelopment of adjacent low intensity lands into medium and high-density mixed-use sites.

- 6.3.23 As a significant gateway to downtown, the City shall undertake an Urban Design Corridor Study to design and redevelop 99 Avenue from Highway 15 to 108a Street, to improve its overall design and multi-modal connectivity.
- 6.3.24 Design the 99 Avenue Corridor to incorporate pedestrian oriented elements including sidewalks, frequent street crossings, public seating, street lighting, public art, and landscaping.
- 6.3.25 Encourage medium-density and high-density developments along the 99 Avenue Corridor.
- 6.3.26 Encourage a diversity of uses, including mixed-use, office, small- to medium-format retail, institutional, civic, multi-residential and open spaces along the 99 Avenue Corridor.

Downtown Fringe

The Downtown Fringe is comprised of mature neighbourhood areas. These areas have the potential to add new residents to support the Downtown Core's businesses while adding vibrancy to the area. The fringe is home to an aging housing stock and population while younger family growth has largely occurred in developing neighbourhoods over the past two decades. Infill residential projects are supported and encouraged in this area as they create opportunities for residents and families to embrace downtown.

- 6.3.27 Support the redevelopment of the former Dr. Turner's Lodge site (9711 101 Street) into a high-density residential development, with potential commercial uses, community amenities and active street-level uses.

**6.3.11**

Develop a central trailhead and tourism hub downtown, leveraging the river valley, the Historic Precinct, and the city's position at one end of our regional trail network to attract visitors.

6.3.c

The Downtown Core and 99 Avenue Corridor intensifies to 100+ du/nrha to support the vitality of businesses and enhance the liveliness of downtown.

6.3.18

Conceal parking within buildings with active uses at grade or located at the rear of the buildings.

6.3.8

Enhance downtown vibrancy by increasing its residential density and active street-level uses.

6.3.19

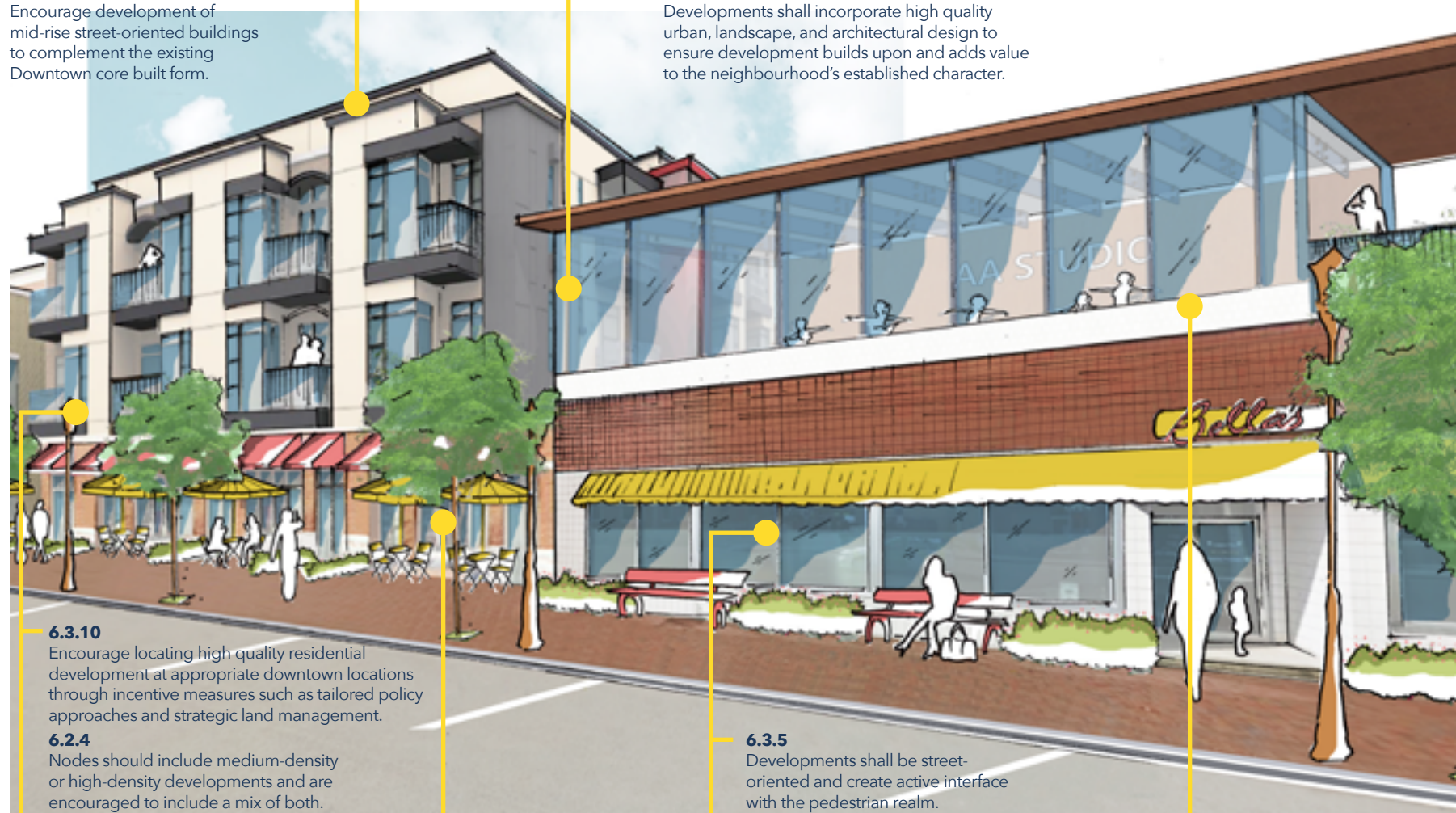
Work with property owners to activate vacant and underutilized sites through temporary uses.

6.3.16

Encourage development of mid-rise street-oriented buildings to complement the existing Downtown core built form.

6.2.25

Developments shall incorporate high quality urban, landscape, and architectural design to ensure development builds upon and adds value to the neighbourhood's established character.



6.3.10

Encourage locating high quality residential development at appropriate downtown locations through incentive measures such as tailored policy approaches and strategic land management.

6.2.4

Nodes should include medium-density or high-density developments and are encouraged to include a mix of both.

6.3.5

Developments shall be street-oriented and create active interface with the pedestrian realm.

BEFORE



6.3.17

Encourage the redevelopment of vacant lots in the Downtown core through marketing and economic development initiatives.

6.2.27

Developments shall address adjacent street and/or public space through incorporating quality architecture, appropriate setbacks, scale, and massing, building features such as balconies, windows, canopies, and terraces, and landscaping and fencing that contributes to the street appeal.

6.2.7

Nodes shall have a diversity of uses, such as mixed-use, office, small-to-medium format retail, entertainment, institutional, civic, multi-residential, and open spaces.

6.2.25

Developments shall incorporate high quality urban, landscape, and architectural design to ensure development builds upon and adds value to the neighbourhood's established character.

6.3.24

Design the 99 Avenue Corridor to incorporate pedestrian oriented elements including sidewalks, frequent street crossings, public seating, street lighting, public art, and landscaping.

8.3.6

Encourage situating street-oriented development along collector and arterial roads to promote traffic calming and create an engaging street experience.

6.2.6

Developments shall be street-oriented with transparent active interfaces and provide multiple pedestrian connections to promote pedestrian oriented development and "eyes on the street".



6.3.26

Encourage a diversity of uses, including mixed-use, office, small- to medium-format retail, institutional, civic, multi-residential and open spaces along the 99 Avenue Corridor.

6.3.25

Encourage medium-density and high-density developments along the 99 Avenue Corridor.

6.2.27

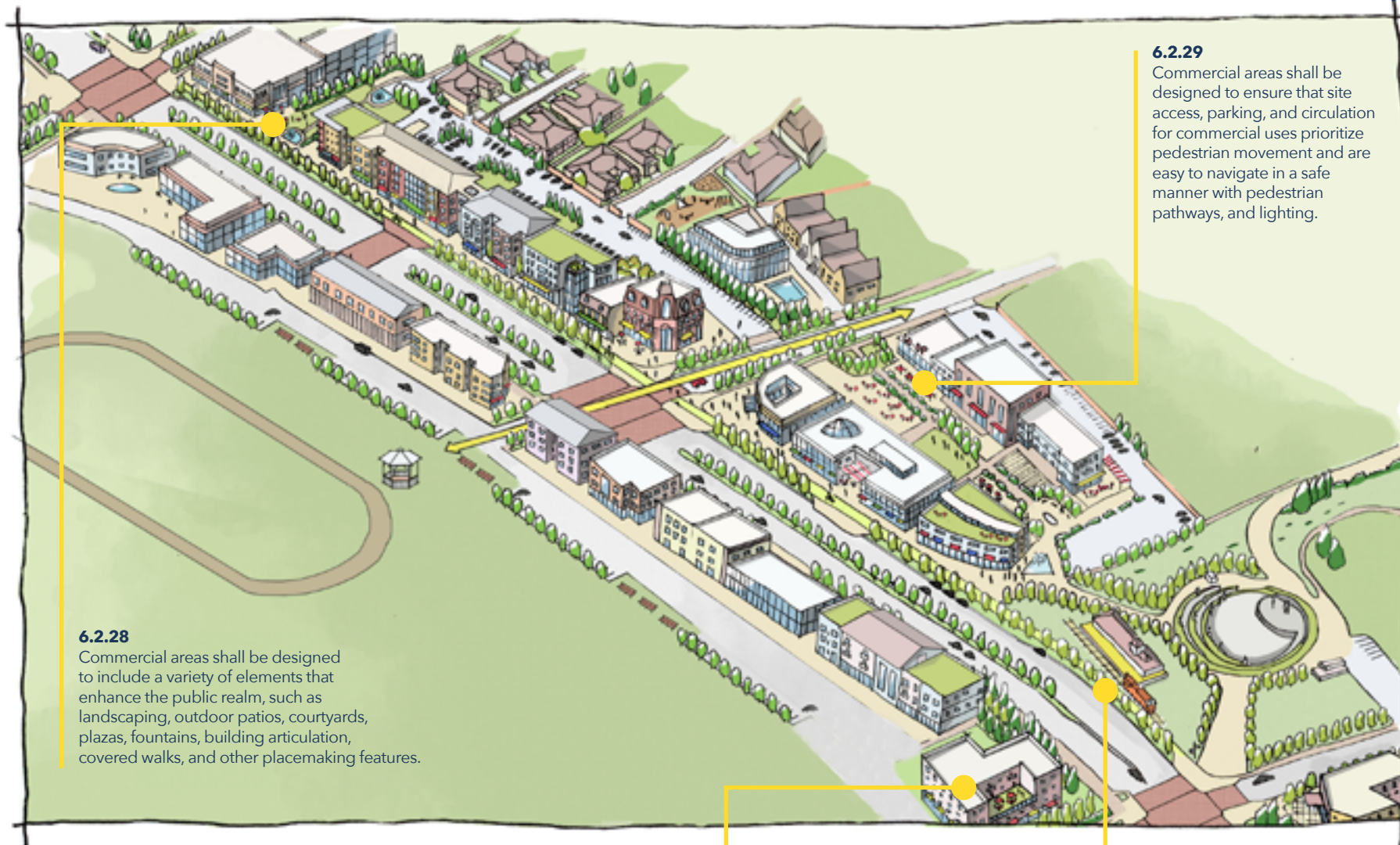
Developments shall address adjacent street and/or public space through incorporating quality architecture, appropriate setbacks, scale, and massing, building features such as balconies, windows, canopies, and terraces, and landscaping and fencing that contributes to the street appeal.

6.2.31

Residential or mixed-use developments should incorporate ground floor units with front door access to the street.

8.3.19

Establish an active transportation network that utilizes arterial and collector right-of-ways that improves the active transportation connectivity within the city and to the Downtown.

**6.2.28**

Commercial areas shall be designed to include a variety of elements that enhance the public realm, such as landscaping, outdoor patios, courtyards, plazas, fountains, building articulation, covered walks, and other placemaking features.

6.2.24

Encourage sustainability, excellence, creativity, and innovation in architectural, landscape, site, and neighbourhood design.

6.2.33

Locate higher density residential, commercial, and mixed use developments along transit routes and near open spaces, school sites and community services.

6.2.6

Developments shall be street-oriented with transparent active interfaces and provide multiple pedestrian connections to promote pedestrian-oriented development and "eyes on the street."

7.3.20

Incorporate natural landscaping, trees, and other greening measures into new transportation and utility corridors and undertake the naturalization or greening of existing corridors.

6.2.29

Commercial areas shall be designed to ensure that site access, parking, and circulation for commercial uses prioritize pedestrian movement and are easy to navigate in a safe manner with pedestrian pathways, and lighting.

➤ 6.4 Established Neighbourhood

Established Neighbourhoods were developed between the 1950s and 1970s and include Pineview and Sherridon. Established Neighbourhoods contain low-density development with grid, modified grid, curvilinear, and circuitous roads with cul-de-sacs.

They consist of single-family homes with some multi-residential development, neighbourhood scale commercial amenities, recreational amenities, parks, schools and open spaces. Their proximity to the Downtown, the river valley, Historic Precinct, and mature tree lined streets makes them desirable.

However, these established neighbourhood have experienced population decline or stagnation with an aging population that can put community amenities such as schools at risk of closure. Since year 2000, Pineview has lost 16% of its population and Sherridon's population has stayed consistent, with the only growth attributable to the relocation of Dr. Turner Lodge from Downtown. In this same period, the city's population grew by 102%.

While these are desirable neighbourhoods, household sizes today are smaller than when these neighbourhoods were first developed. Combining an aging housing stock with changing community demographics has meant the same population is not present in these neighbourhoods to enjoy all they have to offer. The focus of this Plan is to encourage residential development in established areas to regenerate their population base through diversity of housing choice to support existing neighbourhood amenities and the Downtown vibrancy.

Objectives

- 6.4.a Redevelopment and intensification maximizes use of existing infrastructure and alleviates the tax burden of infrastructure lifecycles.
- 6.4.b Dwelling units are increased by 16% to restore or exceed the population supported in the year 2000.
- 6.4.c There are more businesses and services in established neighbourhoods to better serve existing and future residents.

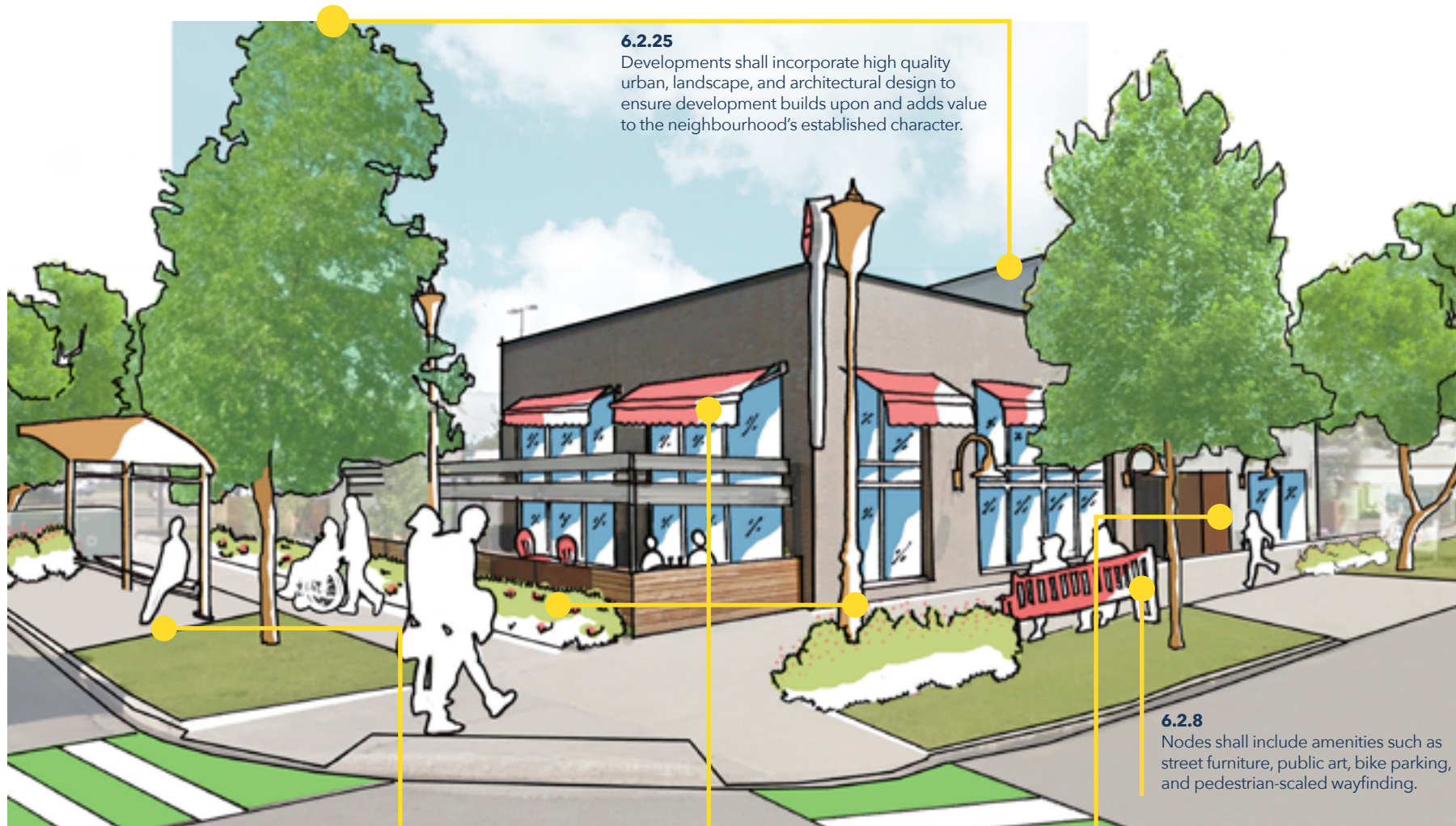


Policies

- 6.4.1 Integrate mixed-use and live-work developments in established neighbourhoods along transit routes, and near commercial uses, open spaces, school sites and community services.
- 6.4.2 Encourage the comprehensively planned redevelopment and flexible land use designation of underutilized lands, buildings, or commercial areas to promote the efficient use of land, infrastructure and investment in established areas.
- 6.4.3 Encourage increased density and missing middle development along transit routes and near commercial uses, significant open spaces, school sites or community services.
- 6.4.4 Encourage and support locating new housing units in established neighbourhoods.

Missing Middle Housing

Most contemporary cities in North America are experiencing a discrepancy between existing available housing stock and the housing needs of shifting demographics. 'Missing middle' housing includes a spectrum of housing typologies from carriage houses, duplexes, townhouses, live-work units, fourplexes and cluster housing – everything in between single-family homes and mid-rise apartment buildings. The missing middle housing typologies provide choice to residents, support walkable neighbourhoods and housing affordability.



6.2.25

Developments shall incorporate high quality urban, landscape, and architectural design to ensure development builds upon and adds value to the neighbourhood's established character.

BEFORE



6.2.12

Provide local transit connections to areas surrounding Nodes.

6.2.28

Commercial areas shall be designed to include a variety of elements that enhance the public realm, such as landscaping, outdoor patios, courtyards, plazas, fountains, building articulation, covered walkways, and other placemaking features.

6.2.8

Nodes shall include amenities such as street furniture, public art, bike parking, and pedestrian-scaled wayfinding.

6.2.5

Large-format commercial or retail uses should be integrated into mixed-use, medium-to-high density developments.

➤ 6.5 Developing Neighbourhood

Developing Neighbourhoods have approved Area Structure Plans (i.e. Southfort and Westpark). They are in the process of developing but are not yet fully built-out.

They are comprised of lower densities with curvilinear and indirect roads with cul-de-sacs. As the ASPs were approved prior to the EMRB's *Growth Plan* (2017) the planned density of these neighbourhoods is in the range of 25-30 units per net residential hectare.

Developing Neighbourhoods consist mainly of single-unit dwellings, with apartment style multi-family development. Neighbourhood scale commercial and recreational amenities are concentrated along the highway corridor, unlike in the older parts of the city where they are interspersed throughout.

New and developing areas should be designed to create walkable complete neighbourhoods that incorporate a diversity of housing options for all lifestyles, ages and incomes, be well connected by streets and trail systems that avoid dead ends, and provide centralized neighbourhood commercial and recreational services within a mixed-use environment within walking distance of the broader community. These nodes are a means of prioritizing transportation routes, pedestrian connections and establish a mixture of uses within the neighbourhoods. These shared gathering and activity spaces will ensure the strong community connections of our established neighbourhoods continue in our developing neighbourhoods.

Objectives

- 6.5.a Dwelling units in currently built out areas are increased by 15% to improve access to affordable housing and services.
- 6.5.b Neighbourhood nodes are developed at or above 60 du/nrha to support business, services and amenities.

Policies

- 6.5.1 New residential development shall include diverse types of housing to provide choice for residents.
- 6.5.2 Encourage new and innovative housing types to address financial, lifestyle, and cultural needs of diverse demographics.
- 6.5.3 Encourage locating new housing units in the built-out areas of developing neighbourhoods.

➤ 6.6 Future Urban Area

The Future Urban Area consists of lands the City annexed in 2020 to accommodate additional years of contiguous growth following the full build out of the developing neighbourhoods.

These lands currently accommodate agricultural uses and residential acreages. The City has identified opportunities for future neighbourhood development that will meet or exceed the minimum as outlined in the *Regional Growth Plan*. The urbanization of these lands requires the extension of services which impacts agricultural operations. Therefore, the City's efforts will focus on preserving these lands until existing infrastructure is fully utilized. The ultimate vision for the **Future Urban Area**, guided by a future Area Structure Plan and Neighbourhood Structure Plans, is a cohesively planned extension of the city that embeds best practices established in this MDP. This includes a well-designed, healthy, well-connected and walkable neighbourhoods that offer a distinct character with a diversity of housing options, safe and efficient transportation options, multi-functional open spaces, and neighbourhood services that are easy to access. These Areas will be places where the community's identity will continue to flourish.

Objectives

- 6.6.a New neighbourhoods are planned to sustain their infrastructure lifecycle and not increase the infrastructure tax-burden on existing neighbourhoods.
- 6.6.b New neighbourhoods are developed at or above a density of 35 du/nrha to support a range of community services.
- 6.6.c New neighbourhoods are developed with identified nodes supported by a density at or above 70 du/nrha.
- 6.6.d Development will occur consistent with an Area Structure Plan approved by the Council.

Policies

- 6.6.1 Develop a new Terms of Reference for future Area Structure Plans and Neighbourhood Structure Plans within the Future Urban Area.
- 6.6.2 All new Area Structure Plans shall:
- a. be in accordance with the Terms of Reference for ASPs, and shall include but not be limited to innovative and diverse built forms and architectural style, pedestrian-oriented design, a high-quality public realm, multi-modal transportation, work-play-shop opportunities, and [low impact development](#);
 - b. preserve, enhance and feature important elements of significant topographical, scenic, ecological, or historical interest;
 - c. include one Node per neighbourhood area of approximately 160 acres (65 hectares) or within a 5-minute walkshed (400m radius);
 - d. [provide directions to soil management, including its reuse and recycling;](#)¹
 - e. ensure compatible land use patterns between agricultural and non-agricultural lands; and
 - f. [provide phasing and development timeframes to provide certainty for the long-term viability of agricultural uses and prevent premature fragmentation of lands.](#)¹
 - g. Demonstrate how it fulfills objective 6.6.a.
- 6.6.3 Prohibit premature fragmentation and conversion of agricultural lands through subdivision and redistricting.
- 6.6.4 To meet a broad range of housing needs, new Area Structure Plans should consider:
- a. Locating higher density residential uses near:
 - i. Neighbourhood Nodes, to promote vibrancy and increased usage of the activity centre;
 - ii. Main neighbourhood corridors, to promote the use of public and active transportation; and
 - iii. In proximity to large parks and open spaces.
 - b. Locating a diversity of residential uses throughout low density neighbourhoods to promote gentle densification, including:
 - i. Secondary suites, attached;
 - ii. Secondary suites, detached (such as backyard suites, garage suites, garden suites, etc); and
 - iii. Innovative single-family or community-style residential uses, (such as tiny homes, cluster housing, etc).
- 6.6.5 Area Structure Plans and Area Redevelopment Plans shall include design guidelines for neighbourhoods and their nodes to promote permeability, pedestrian oriented design, and enhance the built and public realm.
- 6.6.6 New neighbourhoods shall have distinct identities and character through neighbourhood, public realm and architectural design guidelines.
- 6.6.7 New neighbourhoods should be focused around a neighbourhood node or activity centre that creates a well-designed, vibrant, walkable gathering place for residents and provides opportunities for small-scale shops and services and housing choices. Neighbourhoods nodes may include, but are not limited to, the following:
- a. Medium to high density housing;
 - b. Commercial mixed-use development;
 - c. Live/work spaces;
 - d. Small-scale retail and businesses;
 - e. Small-scale cultural facilities and / or community meeting spaces;
 - f. Civic offices or facilities; and
 - g. Transit access and related facilities.
- 6.6.8 [Soil management, including its reuse and recycling, should be considered as part of an Area Structure Plan for greenfield areas.](#)¹
- 6.6.9 [Adopt an agriculture lens as part of urban planning: to ensure water conservation/ reclamation/ recharge and encourage a range of approaches to support various forms of agriculture.](#)¹
- 6.6.10 [Ensure compatible land use patterns between existing and non-agricultural lands to minimize risk and conflict.](#)¹

¹ As amended by Bylaw C16-24.

➤ 6.7 Clover Park Special Study Area

The Clover Park Study Area is identified as a study area in this Plan because of its unique location and development pattern in relation to the rest of the community.

Clover Park is a quarter section of country residential development consisting of forty-two dwelling units, situated between the [Major Employment Area](#) and the Provincial Correctional Centre. The southern portion of the development currently receives water service while the majority does not. Gas service is available throughout the development.

This type of development is unique to the city and is situated next to uses that could pose compatibility challenges over time. The housing stock in the area is also approaching an age where owners have or will be considering potential redevelopment, expansion or substantive renovation. In order to determine the best approach for future development, and potential servicing for the area, it is necessary for the City to give thorough attention to this unique area.

Policies

- 6.7.1 Conduct a study for the quarter section of land municipally known as Clover Park, including its relationship with surrounding current and future developments. This study will include, but not be limited to, recommendations for:
- a. Future land use options for Clover Park;
 - b. Tax implications of the development options;
 - c. Servicing options and lifecycle cost of servicing;
 - d. Consideration and evaluations of approaches for maintaining or transitioning the current land use pattern; and
 - e. The appropriate policy framework to ensure the compatibility of future Clover Park land use with surrounding land uses.

➤ SECTION 7.0

Natural Systems, Green Infrastructure, and Natural Resource Extraction



PLANTING OUR ROOTS AND GREENING OUR COMMUNITY. From the natural beauty of our river valley to our tree lined streets, Fort Saskatchewan is rich in natural assets.

7.1 Introduction

These natural spaces and green infrastructure are highly valued and provide opportunities for active recreation, passive enjoyment, as well as preservation and protection of natural habitats, plants, and wildlife. Protecting, preserving and expanding the city's natural systems and providing an abundance of green spaces and recreation opportunities is essential for a sustainable and healthy city.

The City of Fort Saskatchewan's Natural Systems and Green Infrastructure includes the following key components:

1. **The River Valley** – The river valley is a major feature of the city, and encompasses the North Saskatchewan River, the tributaries that drain into it, and the surrounding environmental areas.
2. **The Urban Forest** – The urban forest is comprised of both planted and naturally occurring trees located on public and private lands along roads, in parks, open spaces, and in natural areas, including the river valley.
3. **Regional and Community Parks** – Regional and community parks in Fort Saskatchewan provide a range of amenities for active and healthy living and are well-located throughout the city.
4. **Green Connections** – Green connections include pathways and linear open spaces that connect people to parks, schools, services and community amenities.
5. **Environmental Areas** – Environmental areas support natural systems including habitat, plants, wildlife, and hydrological features such as wetlands, creeks and rivers.

Natural resource extraction is a vital part of many municipal economies. While governed and regulated by the province, planning for future natural resource extraction is an important component to incorporate into overall planning in order to determine things such as compatibility of land uses, setbacks and buffers, as well as potential impact on the city's natural systems.

Parks, Open Space & Natural Systems



N7

7.2 Objectives

- 7.2.a Green infrastructure is protected and increased.
- 7.2.b The ecological integrity of the river valley, natural areas, wildlife habitats, and watercourses is protected.
- 7.2.c Natural areas and systems are woven throughout our community, connecting residents with the natural world.

7.3 Policies

Natural Systems

- 7.3.1 Ensure the North Saskatchewan River Valley lands are maintained as a naturalized space for the preservation of natural systems.
- 7.3.2 Provide public access to the North Saskatchewan River Valley at regular intervals that to encourage the use and enjoyment of these lands to residents and visitors while protecting the sensitive ecosystems of the river valley.
- 7.3.3 Develop an Open Space Master Plan to maximize the public's access to, and enjoyment of, parks and the natural environment.
- 7.3.4 Ensure new subdivisions and developments are appropriately distanced, or set back, from rivers, waterbodies, and natural features as per municipal and provincial legislation, policies, and guidelines.

- 7.3.5 No development shall occur within the 1:100 year flood fringe area of the North Saskatchewan River, Ross Creek, or other crown claimed wetlands or significant natural features as identified in a Biophysical assessment, with the exception of permitted and discretionary use listed in the PR – Parks and Recreation Land Use District, in accordance with the Land Use Bylaw, as amended.
- 7.3.6 New development near steep slopes shall be setback from the Top of Bank in accordance with the Land Use Bylaw, as amended.
- 7.3.7 Ensure environmentally sensitive and/or significant areas are preserved using various legislative tools, such as environmental reserve/environmental reserve easements, conservation reserves, municipal reserve, or conservation easements.
- 7.3.8 Ensure wetlands are evaluated, protected and preserved in alignment with provincial policy through the following methods in order of priority:
 - a. Avoidance of wetland damage or destruction;
 - b. Impact minimization and provision of applicable compensation; and
 - c. Compensation for wetland damage or destruction.
- 7.3.9 Evaluate the urban forest and, where appropriate, protect the urban forest through the incorporation of existing tree stands into parks and open spaces of new neighbourhoods.

Green infrastructure

The natural vegetative systems and green technologies that collectively provide society with economic, environmental and social benefits (e.g. planting native trees as part of storm water management system).

- 7.3.10 Ensure new subdivisions and developments meet or exceed regional, provincial, and federal Acts, regulations, and guidelines with respect to air quality, water quality, and flood plain and hazard management.
- 7.3.11 Require municipal and school reserves dedication equal to a minimum of 10% of the land remaining after any environmental reserve has been dedicated as part of a new subdivision to the satisfaction of Administration.
- 7.3.12 The dedication of reserve lands shall be the primary option during the development process, with cash-in lieu taken only when land would not serve the City's objectives for recreation, parks, active transportation, culture and education.

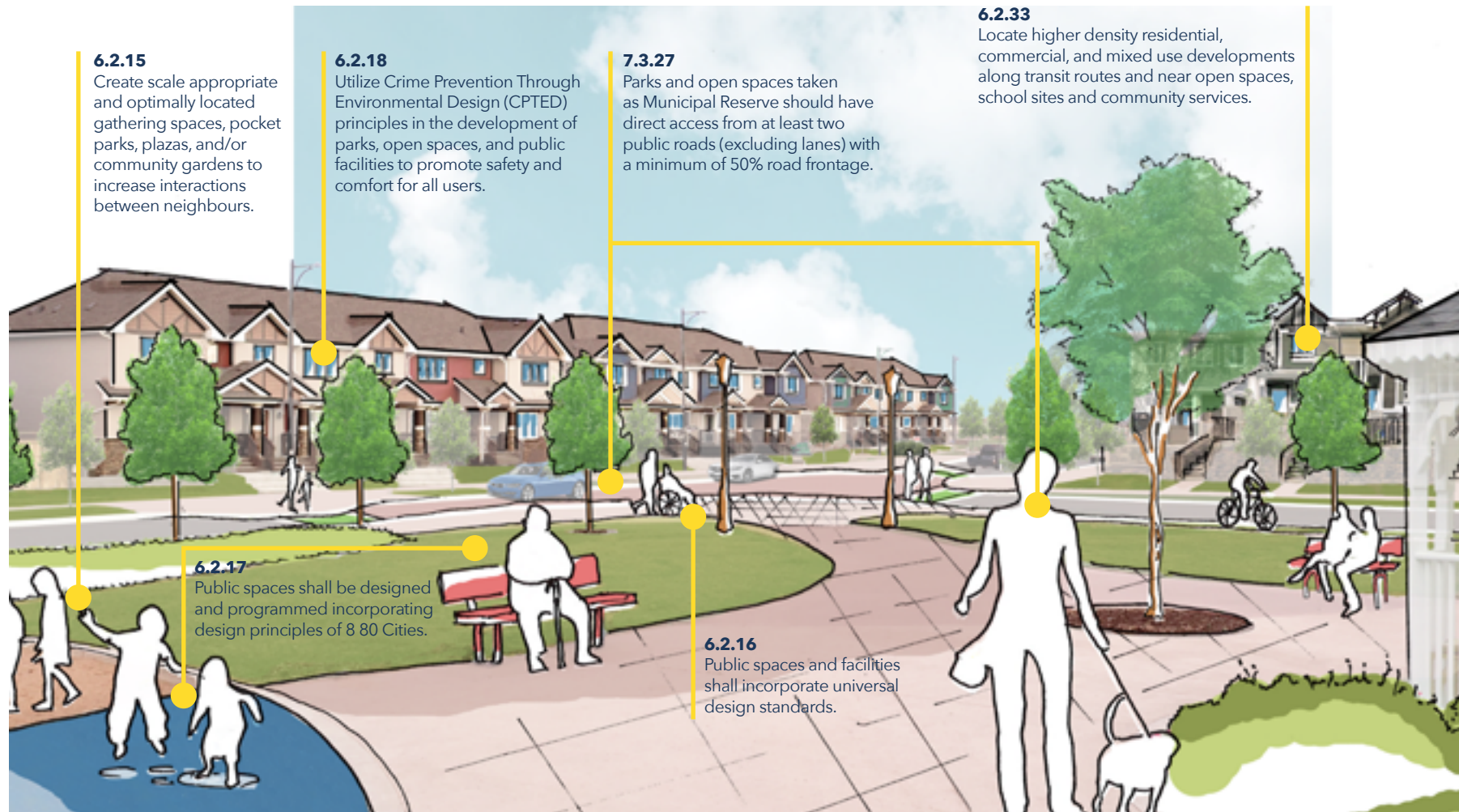
Green Infrastructure

- 7.3.13 Incorporate public engagement opportunities into the planning of multi-functional open spaces.
- 7.3.14 Develop and implement a city-wide Wetland and Natural Areas Protection Plan for the strategic protection and enhancement of natural systems.
- 7.3.15 Develop and implement an Urban Forestry Protection Plan to ensure the city's tree canopy is protected, maintained, renewed, and expanded over time.
- 7.3.16 Require that any trees that are removed are replaced in accordance with the *Urban Forestry Protection Plan*.
- 7.3.17 Provide a range and diversity of active and passive recreational open space in communities in order to meet the needs of all residents.
- 7.3.18 Provide a range and diversity of regional recreational facilities as outlined in the *2015 Recreation and Parks Master Plan* update.
- 7.3.19 Encourage implementation of Low Impact Development (LID) principles and green infrastructure alternatives in new development or redevelopment areas.
- 7.3.20 Incorporate natural landscaping, trees, and other greening measures into new transportation and utility corridors and undertake the naturalization or greening of existing corridors.

- 7.3.21 Undertake a city-wide Ecological Inventory and Ecosystem Services Assessment to inform natural area and infrastructure policies in new and developing neighbourhoods.
- 7.3.22 Maximize visual and physical connectivity to the natural environment and green spaces.
- 7.3.23 The City shall use its full authority granted under the *Municipal Government Act* in considering the provision of reserve lands, including municipal reserve, school reserve, or cash-in-lieu.
- 7.3.24 Small scale green spaces, such as pocket parks and plazas, should be distributed throughout neighbourhoods in order to be within 5-minute walking distance of residences.
- 7.3.25 Parks smaller than 1000m² in area at minimum shall have direct access from one public road with a minimum 25% road frontage.
- 7.3.26 Environmental Reserve lands including the river valley and ravine system should have direct public access with a minimum of 30% road frontage.
- 7.3.27 Parks and open spaces taken as Municipal Reserve should have direct access from at least two public roads (excluding lanes) with a minimum of 50% road frontage.
- 7.3.28 School Reserves shall have direct access from at least two public roads (excluding lanes) with a minimum of 50% road frontage.

Natural Resource Extraction

- 7.3.29 Aggregate resource extraction operations shall be carried out in accordance with Provincial requirements.
- 7.3.30 Development permits for aggregate resource extraction shall provide for the following:
 - a. reclamation of the site to an equivalent land capacity/capability;
 - b. conservation and storage of topsoil; and
 - c. any additional information that is required for consideration of the development permit at the discretion of the City.
- 7.3.31 Evaluate resource extraction activities to mitigate risks and impacts to people and the natural environment.
- 7.3.32 Apply design and land use measures to address risk and nuisance factors associated with resource extraction, processing and reclamation.
- 7.3.33 Prevent resource extraction within the North Saskatchewan River Valley, Ravine system, and the Future Urban Area in order to preserve its ecological value.
- 7.3.34 Encourage conservation and reclamation of lands beneficial to the agricultural system.
- 7.3.35 Ensure compatible land use patterns between areas of agricultural and non-agricultural lands to minimize risk and conflict.



➤ SECTION 8.0

Mobility



GROWING OUR LOCAL AND REGIONAL CONNECTIONS.

Our streets are places for people and as such are intrinsically linked with land-use and design.

8.1 Introduction

Right-sizing the mobility network to work with adjacent land-uses to create [complete streets](#) is essential to facilitate the movement of people and goods both within and through the city in a safe, efficient and accessible manner. Such a network should facilitate community connections and economic opportunities, all the while being safe, inclusive and barrier free. By integrating planning and urban design, the mobility network will provide convenient options that support equity, improve human health and reduce emissions.

The City of Fort Saskatchewan's Mobility Network includes the following key components:

1. Connecting People and Places

Our streets are places for people – to move, to linger, to recreate. The street is the connective tissue that links people to places, and is informed by the activities and uses that surround it. A healthy and complete street is one that provides the right mobility options that support the activities and uses, linking one place to another. This may include opportunities to walk, bike, scoot, take transit, or drive. These places, or Nodes, are key activity points across the city and include our downtown, neighbourhood centres, and other clustered activities in an area.

This grid network, and modified grid development that may deviate from the right-angle format (to align with an established street, for example), creates better connected neighbourhoods. The grid system of streets provides more access and exit points into and out of neighbourhoods, and more connections through neighbourhoods. A grid also allows for ease of navigation, whether in a car, emergency vehicle, or as a pedestrian.



2. Sustainable Transportation Options – Active Transportation & Public Transportation Network

Sustainable transportation is about providing alternative opportunities to move people while improving health and reducing our overall impact on the environment. Whether its walking, biking, car sharing, or taking transit, sustainable transportation balances the current and future needs of our community, all while capitalizing on our established trail systems, multi-use paths, and streets and ensuring they are used to their fullest capacity.

3. Efficient Movement of Goods

Goods movement is about ensuring that our business, employment, and economic systems continue to function. When we have an effective strategy to move goods to and from our community, our streets become safer, our business thrive, and our industries become stronger.

As Fort Saskatchewan continues to evolve and change, the mobility strategies must adapt and respond to the community of today and tomorrow.

Right-Sizing the Mobility Network

Right-sizing the mobility network is about finding the perfect match between the types of infrastructure within the street to support the adjacent uses in which they serve.

“Healthy Cities”: How the Design of our Cities Impacts our Health.

By providing greater opportunities to walk, cycle, and take transit, we increase physical activity, reduce greenhouse gas emissions, and improve our overall mental and physical health. Studies by the National Collaborating Centre for Environmental Health (NCCEH) have found people who use active transportation are, on average, more physically fit, less obese, have a reduced risk of cardiovascular disease, as well as experience a range of social benefits. To realize these health benefits, ‘Healthy Cities’ suggests that implementing infrastructure modifications such as separated bike lanes, connected networks of sidewalks, signalized crossing points, and improved access to transit stops are necessary to encourage residents to try active transportation modes.

8.2 Objectives

- 8.2.a Residents enjoy increased access, accessibility, and connectivity to the river valley.
- 8.2.b As a [Vision Zero](#) community the City implements complete street standards.
- 8.2.c The use of active transportation to meet daily needs is increased through improved safety, convenience, and efficient connections throughout the city.
- 8.2.d Land use patterns and urban design create and enhance opportunities for active and public transportation.
- 8.2.e Neighbourhoods have more direct, active transportation routes.
- 8.2.f The use of the public transportation system increases among all demographics through improved safety, convenience, and efficient connections throughout the city.

8.3 Policies

General

- 8.3.1 The City of Fort Saskatchewan's *Transportation Master Plan* shall guide future enhancements, additions, and alterations to the city's transportation system.
- 8.3.2 The mobility network design shall prioritize the efficient movement of users in the following order: pedestrians, cyclists, transit, automobiles, goods movement.
- 8.3.3 Implement Complete Street standards through accommodating pedestrians, cyclists, public transit and automotive users while minimizing land consumption in new and redevelopment projects.
- 8.3.4 Implement the Traffic Safety Plan with annual reporting and three (3) year review cycles to eliminate traffic related fatalities and serious injury and improve the overall safety and comfort of vulnerable road users.



Figure 12. These standards detail what a Complete Street may look like in a residential neighbourhood (top) and mixed use neighbourhood (bottom). These streets have defined space for the accommodation of vehicles, public transportation, cyclists and other wheeled transport, including strollers and wheelchairs, and pedestrians, making the street an inclusive and safe space for everyone.

Connecting People to Places

- 8.3.5 Utilize a variety of traffic calming methods, as identified in the 2018 *Transportation Master Plan*, and urban design tools to maintain a low vehicle speed and foster an enjoyable pedestrian environment on local streets.
- 8.3.6 Encourage situating street-oriented development along collector and arterial roads to promote traffic calming and create an engaging street experience.
- 8.3.7 Community gathering spaces and local or regional recreation amenities should be situated along collector and arterial roads to promote traffic calming and create an engaging street experience.
- 8.3.8 Implement a grid, modified grid, or other highly connected road network, in combination with smaller block sizes in new neighbourhoods, to enhance connectivity and direct access.
- 8.3.9 Enhance connectivity by creating new routes and bridging gaps in the existing mobility network in tandem with road rehabilitation and redevelopment projects.
- 8.3.10 As significant gateways to the community, undertake an Urban Design Corridor Study along Highway 15 and Highway 21 to identify opportunities to improve the overall design and multi-modal connectivity between adjacent neighbourhoods.
- 8.3.11 Design and develop 99th Avenue from Highway 15 to Downtown to accommodate a pedestrian realm and multi-modal transportation supporting a mix of uses, higher density and the Downtown Core.
- 8.3.12 Provide increased mobility options along key corridors to create direct and convenient connections to neighbourhood nodes and other destinations.
- 8.3.13 Develop a wayfinding strategy to increase awareness of new and existing accesses to the river valley, Downtown, public park spaces, and other community assets.
- 8.3.14 Partner with adjacent landowners and developers to increase access and linkages to the river valley and trail network.
- 8.3.15 Partner with the River Valley Alliance to explore the feasibility of trail linkages through the river valley within the broader context of the Edmonton Metropolitan Region.

Grid and Modified Grid Networks:

Throughout our community engagement, *My Fort, My City, My Say*, residents indicated a strong desire for new neighbourhoods to be built on a grid-style street system. The grid street plan is a development style where streets run at right angles to each other, and in doing so, create a grid pattern.



Figure 13. Traffic calming measures may include clear crosswalk signage, a variance in paved material at crosswalks, speedbumps, sidewalk extensions at intersection corners (also known as “bump-outs”), and even provision for vehicle parking.



Figure 14. This example above details the clear and direct connections provided by utilizing the modified grid and grid street networks (right, in red). The curvilinear loop pattern and conventional cul-de-sacs (left, in white) have fewer connections, are more difficult for a user to “map” in their mind, often require users to retrace their steps, and have been proven to be a contributing factor to a greater number of vehicle-pedestrian accidents due to a misperception of risk to safety.

Active Transportation

- | | |
|--|---|
| <p>8.3.16 Undertake a Land Use Bylaw review to encourage active transportation through removing minimum parking requirements and promoting the inclusion of bicycle facilities and infrastructure.</p> <p>8.3.17 Explore implementing parking maximums for specific geographies.</p> <p>8.3.18 Undertake the development of an Active Transportation Master Plan to help inform a comprehensive approach to active transportation in Fort Saskatchewan that incorporates active transportation best practices, tailored recommendations for priority routes, and establishes infrastructure standards.</p> <p>8.3.19 Establish an active transportation network that utilizes arterial and collector right of ways that improves the active transportation connectivity within the city and to the Downtown.</p> | <p>8.3.20 Review and amend Engineering and Servicing Standards to ensure new and redeveloping residential and non-residential neighbourhoods will have a complete sidewalk network and treed boulevard equivalent on both sides of the street, regardless of block length or number of lots.</p> <p>8.3.21 Ensure permeability of larger urban blocks and developments using pathways, greenways, shared lanes, or alternatives to establish and maintain a connected mobility network.</p> <p>8.3.22 Include bicycle facilities and infrastructure in all public facilities as well as in new private development. Maintain and improve pathways through continued City investment in maintenance, safety improvements, and wayfinding.</p> <p>8.3.23 Ensure connectivity and mobility in new residential communities through the employment of the Walk Score Criteria, identified in the 2018 <i>Transportation Master Plan</i>.</p> |
|--|---|

Active Transportation Network



- Existing Active Transportation Network
- - Future Active Transportation Network

N7



Figure 15. This example shows how pathways and greenways can help permeate larger blocks, allowing pedestrians and cyclists ease of movement through urban space.

8.3.24 Research and encourage effective emerging alternative transportation options to improve mobility choice.

8.3.25 Maintain snow clearing policies to ensure active transportation routes are prioritized.

8.3.26 Conduct mobility audits to identify opportunities for design changes to enhance the inclusivity of our network.

Public Transit Network

8.3.27 Locate higher density and community services including retail and businesses, transit hubs, and Park and Ride locations along transit corridors, enabling more people to conveniently access transit services.

8.3.28 Review transit routing to ensure Downtown is well connected to neighbourhoods and the Region through efficient and effective service.

8.3.29 Continuously enhance the local transit system that connects people throughout Fort Saskatchewan.

8.3.30 Develop transit service standards, inclusive of infrastructure standards, consistent with local and regional priorities to inform future development patterns and service delivery.

8.3.31 Explore opportunities for interim routing and/or on-demand based transit services for developing areas.

8.3.32 Explore opportunities to improve transit services to employment lands.

8.3.33 Continue to support the building of an inclusive transit system through supporting the Specialized Transportation Service Society (STSS) and Everyone Rides programs while actively exploring opportunities to further reduce barriers to access.

8.3.34 Ensure new collector and arterial roads within new subdivisions and developments are designed to accommodate future public transit routes and stops.

8.3.35 Require transit-ready development, including demonstration of appropriate phasing and siting of high-density and walkable development.

Roadways and Goods Movement

8.3.35 Ensure Transportation Demand Management strategies are implemented and monitored before road widening is implemented.

8.3.36 Prepare a Goods Movement Strategy to implement best practices in road maintenance and safety, mitigate impacts to communities and the environment, and improve overall network planning and efficiency.

8.3.37 Advocate for a high-speed industrial bypass of Highway 21 as identified in the 2018 *Transportation Master Plan*.

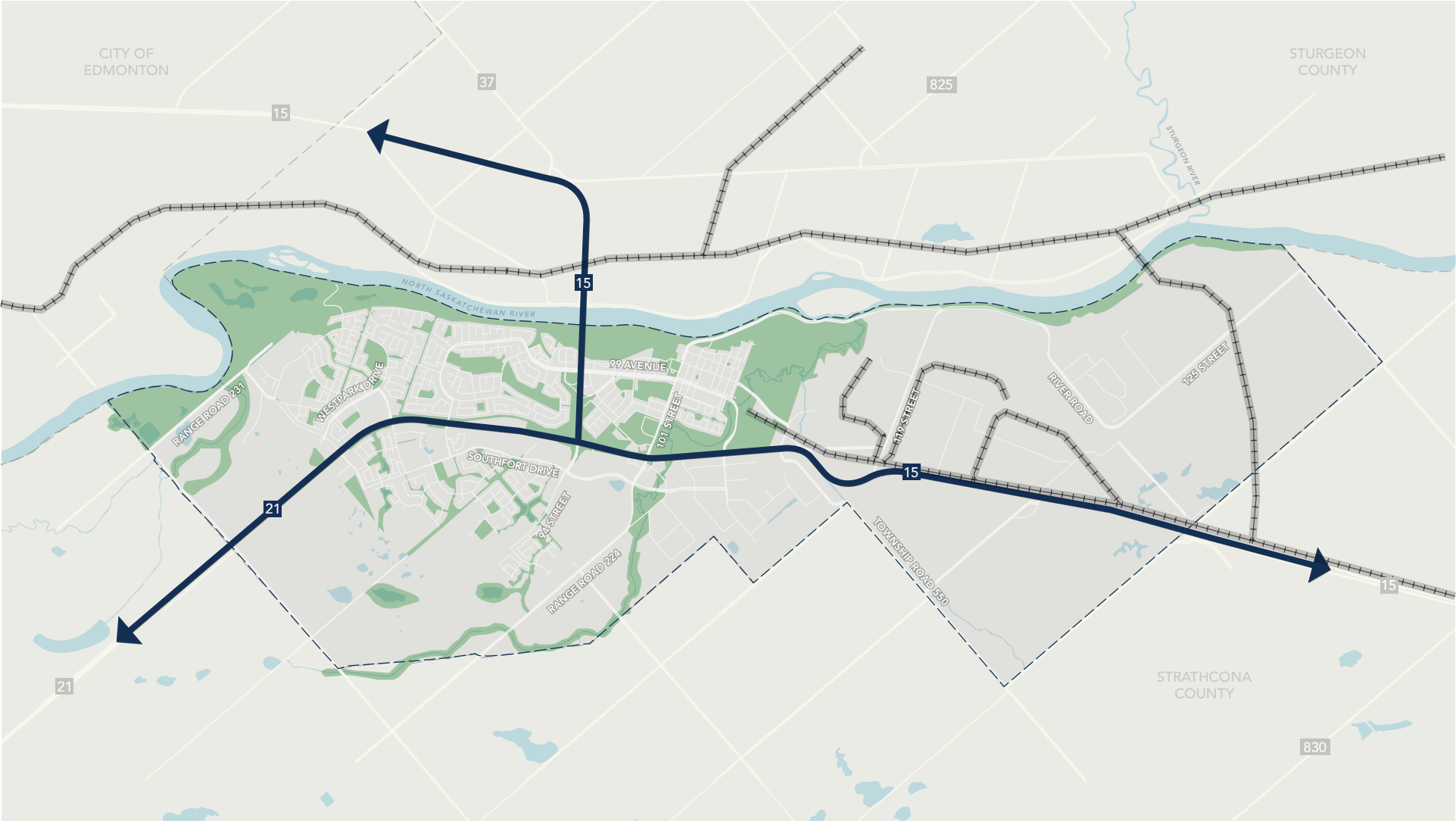
8.3.38 Until the lands are needed for population and/or growth, agricultural producers must have access to their agricultural lands to farm their lands.

Transit Network



- Existing Transit Network
- Future Transit Network
- Regional Connections
- Park and Ride
- Future Transit Hub

Goods Network



- Highway
- Railway Network

**8.3.6**

Encourage situating street-oriented development along collector and arterial roads to promote traffic calming and create an engaging street experience.

8.3.34

Ensure new collector and arterial roads within new subdivisions and developments are designed to accommodate future public transit routes and stops.

6.4.3

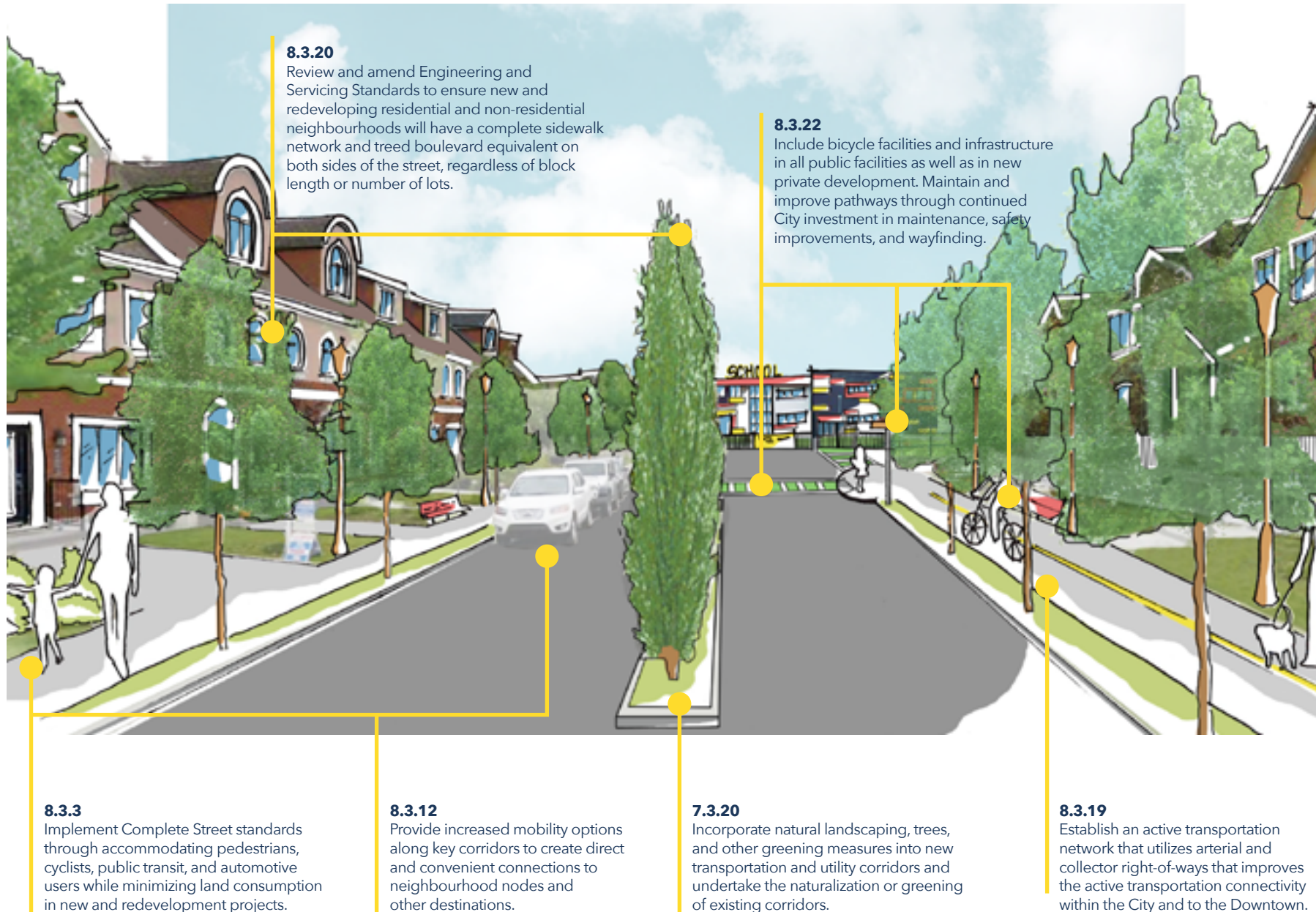
Encourage increased density and missing middle development along transit routes and near commercial uses, significant open spaces, school sites or community services.

8.3.5

Utilize a variety of traffic calming methods, as identified in the 2018 Transportation Master Plan, and urban design tools to maintain a low vehicle speed and foster an enjoyable pedestrian environment on local streets.

8.3.3

Implement Complete Street standards through accommodating pedestrians, cyclists, public transit, and automotive users while minimizing land consumption in new and redevelopment projects.



➤ SECTION 9.0

Economic Development



FORT SASKATCHEWAN'S ECONOMY IS primarily driven by industrial businesses located in the Major Employment Area as a part of Alberta's Industrial Heartland, a value-added energy cluster that also includes the City of Edmonton, Lamont County, Strathcona County and Sturgeon County.

9.1 Introduction

The City has identified a need to diversify its economy in order to mitigate long-term changes that may occur within the energy industry, and to become more resilient through economic cycles. In addition, the City wants to position itself as a choice location for creatives and professionals in order to attract new industries and bolster economic growth.

The City has an active Chamber of Commerce that supports the City's economic development and strategic direction. The City is actively involved in Alberta's Industrial Heartland Association (AIHA), an organization that promotes clustered petrochemical processing in the **Major Employment Area**. The City of Fort Saskatchewan also aligns itself with Edmonton Global's work looking at the region, identifying key new areas for economic development in Food and Agribusiness, Energy, Advanced Manufacturing and Manufacturing, and Life Sciences.

The City of Fort Saskatchewan's economic development includes the following key components:

Downtown and Highway Commercial

Commercial businesses are mainly located in the Downtown and along Highway 15 and Highway 21. Within these areas, there are significant opportunities available for commercial intensification.

It is imperative that the Downtown core and highway corridors act as two distinct yet complementary commercial areas. The Downtown core acts as the heart of the city, while the highway corridors service the travelling public. These are different areas with distinct identities, but both areas are important to the sustainability of the city. The commercial uses located within each area should be suited to the identity of the area so both areas can thrive and contribute to the commercial makeup of Fort Saskatchewan.

The attraction and retention of new commercial businesses to the Downtown core and the development of vacant and underutilized lands are a priority for the City in order to maintain a healthy, vibrant, and diverse economy.

Major Employment Areas

The city's industrial land base is a key component of Fort Saskatchewan's economy. Fort Saskatchewan's heavy industrial land base is located on the north side of Highway 15 to the northeast of the Downtown. The City's *Alberta's Industrial Heartland Area Structure Plan* (ASP) was developed in 2001 to enable petrochemical processing in the area while promoting [eco-industrial development](#), the reduction of environmental impacts, and the efficient use of land and resources. Through its partnerships in the AIHA, the City will continue to support the expansion of the petrochemical sector, while working to reduce overall environmental impacts and achieve economic benefits through synergistic, eco-industrial development.

On the south side of Highway 15, Fort Saskatchewan has a significant inventory of employment lands to support innovative and diverse industrial development in Fort Saskatchewan and the Alberta Industrial Heartland. The City completed the *Josephburg Road North Industrial Area Structure Plan* (ASP) in 2014 to provide direction for these industrial lands while promoting eco-industrial development, the reduction of environmental impacts, and the efficient use of land and resources.

Agriculture

The City recognizes the importance of agricultural operations and activities in the region. Fort Saskatchewan contains a significant amount of agricultural lands with high quality soils in the south and east areas of the municipality. Agricultural operations contribute to our economic diversity and should be supported in the face on long-term development pressures. The City supports traditional farming while encouraging the development of diverse, innovative, and sustainable forms of agriculture.

Tourism and Cultural Industry

The City of Fort Saskatchewan contains numerous arts and culture, heritage, recreation and tourism draws. The tourism and cultural industry in Fort Saskatchewan should be further developed and leveraged to support economic diversity and resiliency. The City's river valley trails, parks, community events, public facilities, and heritage assets should be preserved, enhanced and leveraged to increase tourism.

9.2 Objectives

- 9.2.a The city's economy is diversified and resilient through economic cycles.
- 9.2.b The city's Major Employment Area lands are flexible spaces, responsive to innovation and emerging trends.
- 9.2.c Heritage assets are preserved and leveraged for economic and tourism potential.
- 9.2.d Innovative commercial urban agriculture practices are embraced.
- 9.2.e The city attracts knowledge-based professionals that support economic diversification.
- 9.2.f Urban Agriculture and local food practices are embraced.
- 9.2.g Responsible agricultural operations continue until lands are required for urban development.
- 9.2.h Agricultural lands are not prematurely fragmented for urban development.

9.3 Policies

General

- 9.3.1 Develop Foreign Direct Investment Strategy.
- a. Once developed, the City should update its Foreign Direct Investment Strategy the every three (3) years.
- 9.3.2 Develop a Retail and Office Space Inventory and Analysis.
- a. Once developed, the City should update its Retail and Office Space Inventory and Analysis every two (2) to three (3) years.
- 9.3.3 Develop a City-specific Labour Profile
- a. Once developed, the City should update its Labour Profile every three (3) to five (5) years.
- 9.3.4 Develop a Business Retention & Expansion Strategy.
- a. Once developed, the City should update its Business Retention & Expansion Strategy every three (3) years.
- 9.3.5 The City should complete a Municipal Census every one (1) to two (2) years.
- 9.3.6 The City should collect and analyze business licensing data annually to monitor local business trends.
- 9.3.7 The City should regularly review and update its business resources including business licensing bylaw, the Business Development Incentive Program, and Business Directory in order to streamline regulation requirements for new and established businesses.

- 9.3.8 Support innovative and emerging workplace locations, including home-based businesses and co-working spaces.
- 9.3.9 Support economic diversification by ensuring suitable shovel-ready commercial and industrial lands are available for a variety of business opportunities.
- 9.3.10 Explore opportunities with academic institutions and industries to attract creative, technical and professional educational facilities to the city.
- 9.3.11 Explore economic diversification opportunities and identify competitive edge/ local economic niche opportunities.
- 9.3.12 Explore opportunities in the circular economy and conversion Industry to support the development of eco-industrial clusters and extend the value chains of our existing industry.
- 9.3.13 The City should support and enable innovation in eco-industrial practices and efficiency of the circular economy.

Tourism and Cultural Industry

- 9.3.14 Leverage the City's cultural and recreational facilities to attract events and festivals.
- 9.3.15 Preserve and enhance heritage assets including buildings, landmarks, viewpoints and parks.
- 9.3.16 Enhance and leverage the river valley's natural assets through the development of trailheads and connected greenways.

- 9.3.17 Investigate opportunities to attract a diversity of cultural and recreational experiences, including new tourism operations, and a diversity of small to medium scale cultural amenities such as art galleries, black box theatres, and music venues.
- 9.3.18 Develop a Tourism and Cultural Industry Plan to provide strategic direction and identify opportunities in tourism and cultural industries.

Downtown and Highway Commercial

- 9.3.19 Encourage and incentivise short term and temporary use of commercial spaces by local or creative businesses.
- 9.3.20 Explore incentives and financing methods for downtown commercial development and highway commercial intensification, such as community revitalization levies (CRL).
- 9.3.21 Explore public private partnerships to attract commercial and mixed-use development to downtown
- 9.3.22 Review LUB to update the commercial districts to provide better distinction between uses that are suitable along highway, within neighbourhoods and in the Downtown.

Circular Economy

The “circular economy” is an alternative to a traditional linear economy (that is, create/make, use, dispose) in which resources are kept in use for as long as possible and the maximum value of them is extracted while they’re functional. Once they reach the end of their lifespan, those resources are recovered and regenerated into products and materials.

Conversion Industry is utilizing petrochemical products produced in the region to create consumer goods as opposed to shipping them out of country to traditional manufacturing hubs.

Major Employment Area

- 9.3.23 Continue to partner with Alberta’s Industrial Heartland Association and support the development of an eco-industrial petrochemical cluster in the region.
- 9.3.24 Create collaboration opportunities with the private sector to identify current employment trends to prepare future development-ready sites and buildings.
- 9.3.25 Promote the development of major employment lands through exploring incentives such as tax increment financing and tax abatement until occupancy.

- 9.3.26 Support diversification and intensification of industrial developments within the Major Employment Area by:
 - a. prioritizing infrastructure improvements;
 - b. collaborating with the industrial sector, Alberta Industrial Heartland Association (AIHA), Edmonton Global, and other economic development groups;
 - c. updating the Alberta Industrial Heartland ASP and the Josephburg Road North Industrial ASP to ensure the Major Employment Area lands are planned to be flexible spaces that can adapt to innovation and emerging trends.
 - d. investigating the feasibility of creating industrial development incentives in collaboration with Edmonton Global, AIHA, and the industrial sector;
 - e. ensuring that industrial uses meet current Industrial Risk standards and guidelines as required;
 - f. ensuring that risk assessments are required as integral components of the development review process for Heavy Industrial uses; and
 - g. Through a risk management approach, providing adequate separation distances between heavy industrial uses or oil and gas facilities and incompatible uses.

Agriculture

- 9.3.27 Encourage and support agricultural and agricultural related economic activities including traditional, innovative, small-scale, and value-added activities.

- 9.3.28 Encourage and support agricultural activities that provides local food security including urban agriculture, greenhouse agriculture, and community level pursuits.
- 9.3.29 Provide certainty for the continued operation of responsible agricultural practices through regularly updated land absorption projections, staging and build out requirements.
- 9.3.30 Engage private industry to attract innovative commercial food production and agricultural businesses.
- 9.3.31 Require substantial completion of the developing area prior to approving statutory plans that would convert agricultural lands to non-agricultural development lands, including service provision, amenities and infrastructure.
- 9.3.32 Fragmentation of agricultural lands through re-designation and subdivision may be supported if there is a demonstrated need for contiguous urban development consistent with municipal priorities.
- 9.3.33 **Until the lands are needed for population and/or growth, agricultural producers must have access to their agricultural lands to farm their lands. This includes but is not limited to maintaining field approaches and local roads sufficient to accomodate agricultural machinery.¹**
- 9.3.34 **Develop an Urban Agriculture Plan to provide directions on how to will support existing agriculture operations, urban agriculture in suitable locations, and create opportunities to educate the public on the value of agriculture.¹**

¹ As amended by Bylaw C16-24.

➤ SECTION 10.0

Infrastructure and Servicing



AS FORT SASKATCHEWAN EXPERIENCES growth to accommodate 25,000 new residents, the City will have an obligation to provide essential infrastructure and services to existing residents and new developments including water, sanitary sewage, stormwater drainage and other utilities (including electricity, gas, telecommunications), fire and police services.

10.1 Introduction

Some services are provided in collaboration with regional partners: water is supplied from the North Saskatchewan River and is piped to the city from a treatment facility in Edmonton; sanitary sewage is treated at a regional tertiary treatment plant; and solid waste is managed at a regional landfill facility. Regional infrastructure can allow the City to benefit from economies of scale while lowering the risks and regulatory needs associated with more, smaller facilities; however, the City also has less ability to control and customize these services.

As the city grows it is important to be strategic with land management for future infrastructure needs. The cost to maintain and replace this kind of infrastructure is substantial. In order to help ensure the City can afford these costs this infrastructure should be used to its fullest capacity before new infrastructure is developed. This can be done in part by ensuring city development is contiguous and efficient.

It is pertinent that the City continues to improve decision making on how and where to grow efficiently to provide essential services and to ensure the continued operations and maintenance of these services. Fort Saskatchewan should align itself with regional partners to ensure optimized investment in infrastructure and services.

10.1 Objectives

- 10.1.a Services are consistently and efficiently delivered.
- 10.1.b Developed areas are made more resilient to extreme weather events.
- 10.1.c New neighbourhoods are planned to be resilient to extreme weather events.

10.2 Policies

General

- 10.2.1 Encourage and support increased density, efficient growth, and contiguous development patterns that optimize existing infrastructure investments and minimize the impact on the natural environment.
- 10.2.2 Ensure new and updated statutory plans incorporate climate change adaptation policies, strategies, and tools to implement resilient infrastructure systems.
- 10.2.3 Regularly update long-range infrastructure master plans for water, sanitary sewer, and stormwater management.
- 10.2.4 Periodically evaluate the City's infrastructure and servicing needs to determine where regional collaboration versus internal management is most effective.
- 10.2.5 Undertake cost analysis for maintaining and replacing infrastructure as a part of the development of new ASPs.
- 10.2.6 New neighbourhoods shall be planned to sustain their own infrastructure lifecycle and not increase the infrastructure tax-burden on existing neighbourhoods.

- 10.2.7 Encourage all new development to implement low-impact development techniques and environmentally conscious building practices to help reduce demand on City infrastructure and slow the impacts of climate change.

- 10.2.8 Explore opportunities to initiate Smart City (Smart Service) concepts to enhance service sustainability, quality, convenience and efficiency for residents and businesses through:

- a. using data collections and analysis to enhance the quality and efficiency of service;
- b. implementing emerging technologies and innovations to enhance or provide new services;
- c. partnering to enhance the technological infrastructure available in the city; and
- d. offering digital service alternatives.

Water

- 10.2.9 Encourage regional efforts to ensure the sustainability of the North Saskatchewan River water supply and participate in these efforts where capable.
- 10.2.10 Manage and protect the watershed and water supply by minimizing the impacts of development.
- 10.2.11 Develop a water conservation strategy to reduce water consumption.

Sanitary Sewer

- 10.2.12 Collaborate with regional partners to identify efficiencies for the regional sanitary sewer system.

Stormwater Management

- 10.2.13 Encourage use of low impact development techniques for stormwater and maximize retention and filtering of stormwater on site.
- 10.2.14 Encourage use of permeable materials in all new developments to reduce development related stormwater run-off.
- 10.2.15 Through the development of a wetlands policy, encourage the incorporation of established wetlands into the stormwater management system wherever possible.

Energy

- 10.2.16 Explore opportunities to provide local renewable, low emission energy sources such as solar, wind or geothermal.
- 10.2.17 Explore opportunities to implement district heating systems.
- 10.2.18 Explore and promote energy conservation incentive programs.
- 10.2.19 Explore opportunities to develop regional energy corridors in collaboration with regional partners.
- 10.2.20 Explore and promote eco-industrial / energy efficiency for industries through synergies among different industries.

Waste

- 10.2.21 Encourage and support the development of a food waste reduction program with community stakeholders.
- 10.2.22 Investigate waste recycling and diversion programs to reduce solid waste from going to the landfill.
- 10.2.23 Promote the principles of reducing, reusing, recycling, and recover in City operations.

Air Quality

- 10.2.24 Work with the Fort Air Partnership to maintain good air quality.



➤ SECTION 11.0

Managing City Growth

GROWTH MANAGEMENT & PROACTIVITY. This Plan is focused on being proactive, growing in the right places and at the right scale, to support the long term vitality of Fort Saskatchewan, maintaining and enhancing the connections of residents to ensure the next 25,000 residents can share in the sense of community pride the residents share today.

11.1 Introduction

While the MDP provides a plan and policies that work towards achieving a desired growth management strategy over time, it should be noted that the **Community Framework Map** (Map 2) is intended to serve as a guide to future land use decisions; it is not intended to be interpreted or amended on a site-specific basis. All information on the map should be verified by consulting the text of the MDP, relevant statutory plans, and the Land Use Bylaw. Site conditions and/or constraints must be assessed on a case-by-case basis as part of subsequent development stages.

11.2 Policies

Growth Management

- 11.2.1 Prioritize fiscal sustainability through the optimization of existing infrastructure assets by:
 - a. "Filling in", or completing established and developing neighbourhoods; and
 - b. Seeking opportunities for the redevelopment of vacant or underutilized land that can be serviced from adjacent or nearby services and infrastructure including water, sewer, and roads.
- 11.2.2 Development in existing serviced areas shall be prioritized, followed by areas where the extension of new services and infrastructure is logical, contiguous, efficient, and economical.
- 11.2.3 Develop and update growth financing tools and practices periodically including off-site levies, timing of levy collection, and development cost-recovery mechanisms to ensure they adequately reflect the costs associated with providing infrastructure and services to new development.
- 11.2.4 Existing neighbourhoods will be largely built out, as determined by the City, prior to new neighbourhood plans being accepted.
- 11.2.5 A Subdivision approved prior to this Plan may not be granted an extension if it does not comply with this Plan.

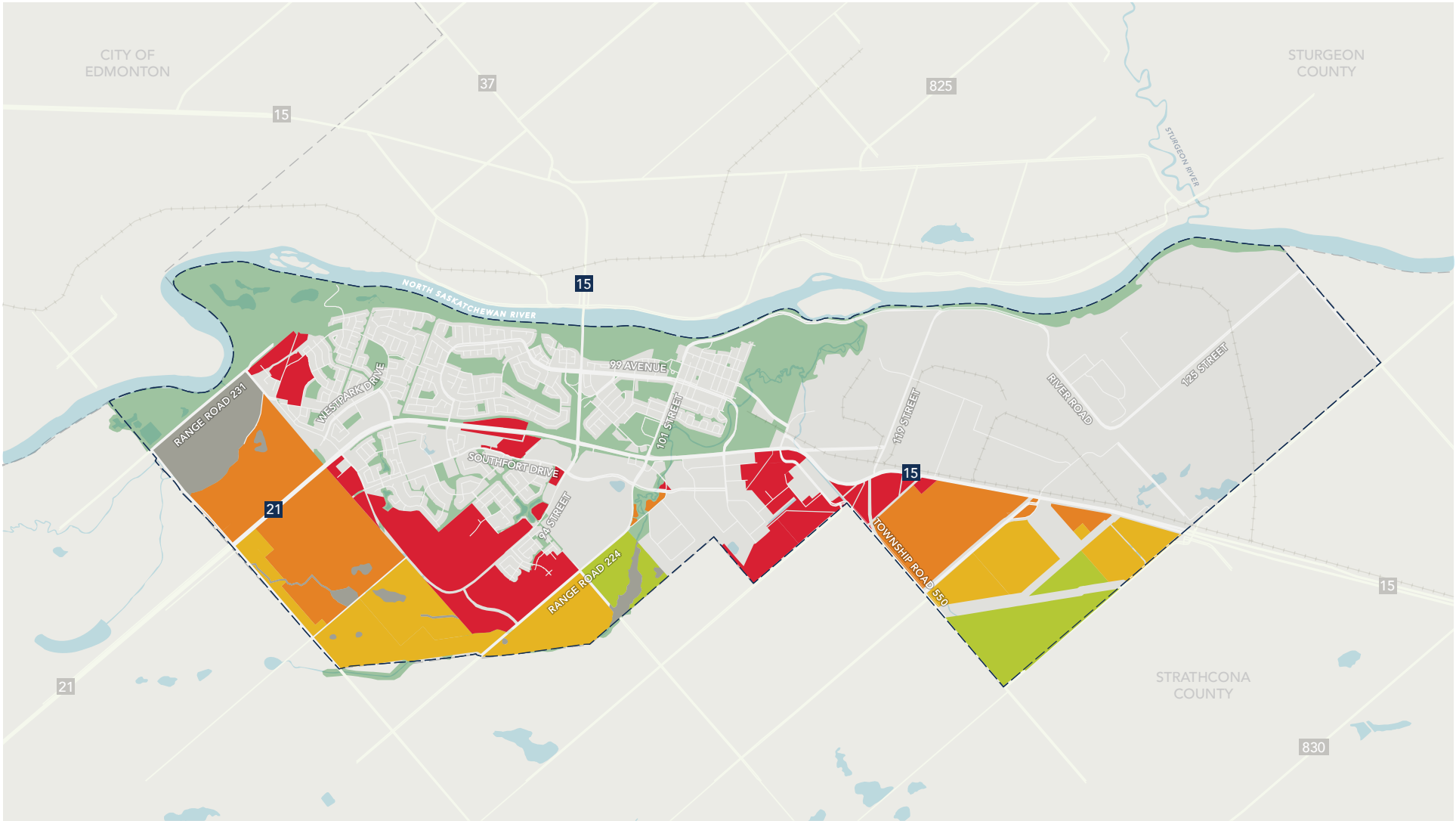
Agricultural Lands and Soils

- 11.2.6 Premature fragmentation and conversion of agricultural lands through subdivision and redistricting is prohibited.
- 11.2.7 Develop land absorption projections in order to provide certainty to current agricultural operators on future urban development lands to promote and encourage agricultural practices.
- 11.2.8 Revise land absorption projections and republish in a publicly accessible location every three (3) years.
- 11.2.9 Development shall be phased in an order consistent with the development staging map.
- 11.2.10 Soil should be recognized as a limited non-renewable resource and managed accordingly.¹
- 11.2.11 Soil management, including its reuse and recycling, should be considered as part of an Area Structure Plan for greenfield areas.¹
- 11.2.12 Soils should be managed in the municipality in which they originate. Where soils are exported to another municipality, the municipality in which the soils originated is encouraged to engage with the municipality receiving the soil to ensure effective soil management.¹

¹ As amended by Bylaw C16-24.

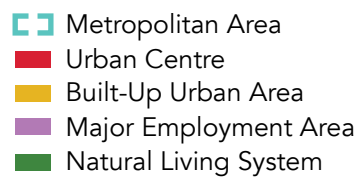


Development Staging



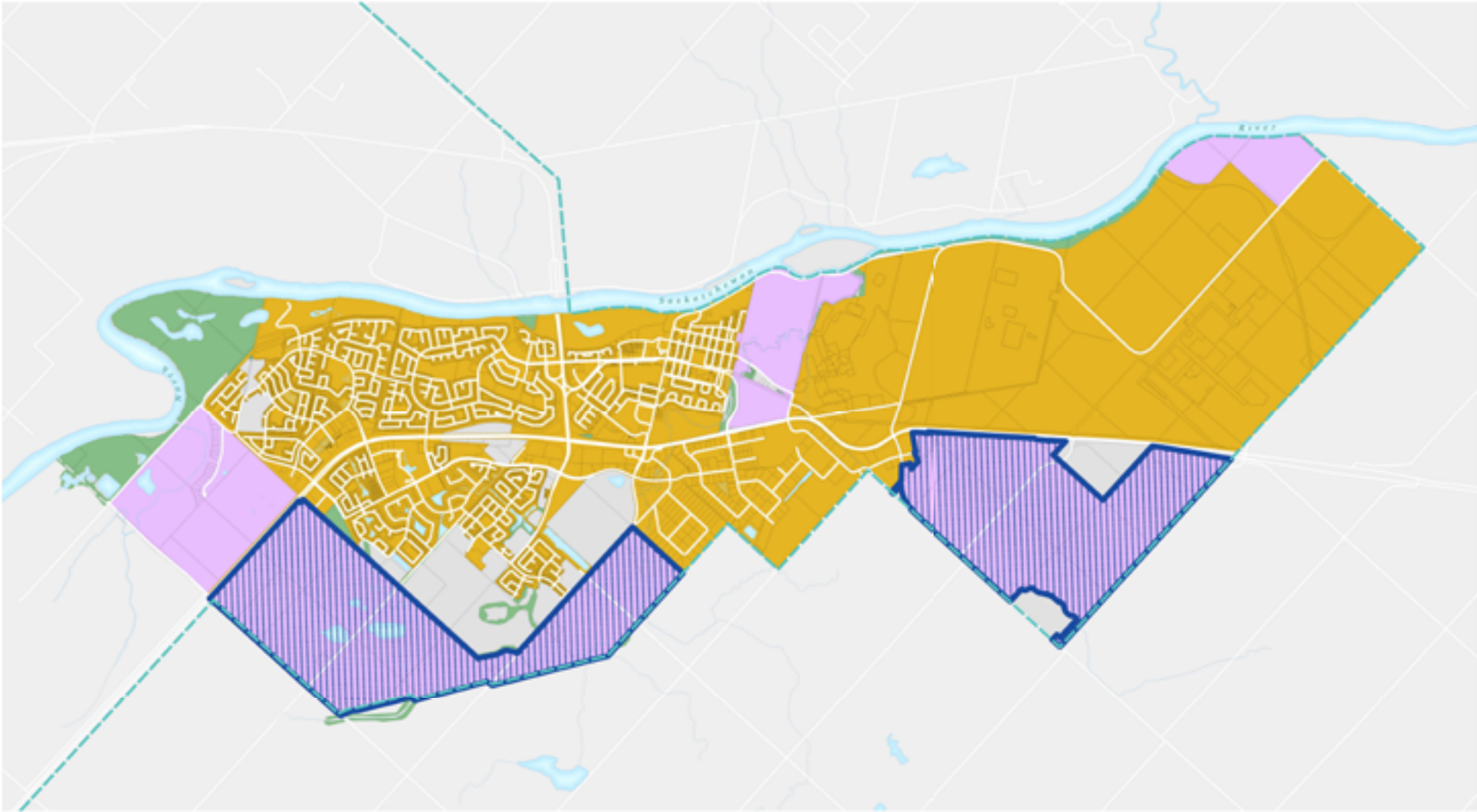
- Undevelopable
- Immediate Term
- Near Term
- Medium Term
- Long Term

**Map is representative of the order of development.
Timing of development will be dependent on growth rates.
The terms shown are separate from those defined for implementation.*



-  Regional Expressway
-  Regional Arterial
-  Regional Bus/Transit Priority Corridor
-  Pipeline Corridor
-  Airport

EMRB Regional Agriculture Master Plan Policy Areas¹



N7



- Policy Area 3 - Agriculture in Future Transition Lands
- Policy Area 4 - Urban Agriculture
- Prime Agriculture Lands
- Natural Living System
- Metropolitan Area

¹As amended by Bylaw C16-24.

➤ SECTION 12.0

Implementation

THIS MDP IS NOT MEANT TO BE A STATIC DOCUMENT. It is intended to be utilized to regularly measure and monitor progress towards the community's aspirations for the future. In previous sections, the MDP has established the following targets for monitoring the implementation of the Plan. The mdp implementation targets should be achieved by the time the City of Fort Saskatchewan welcomes its 50,000th resident.

12.1 MDP Implementation Targets

- 12.1.1 Downtown's commercial vacancy rates are down from 15% to 7%;
- 12.1.2 Dwelling units in the Downtown Fringe have increased by 15%;
- 12.1.3 The Downtown Core and 99 Avenue Corridor have intensified to 100+ du/nrha;
- 12.1.4 Dwelling units are increased by 16% in Established Neighbourhoods to restore or exceed the population supported in the year 2000.
- 12.1.5 Dwelling units have increased by 15% in Developing Neighbourhoods in the form of both infill and accessory unit development.
- 12.1.6 Existing neighbourhood nodes intensify and new nodes in the Developing Neighbourhoods develop to 60 du/nrha or above for the entire node area;
- 12.1.7 Neighbourhood nodes in the Future Urban Area are developed at or above 70 du/nrha for the entire node area;
- 12.1.8 New urban areas are developed at a density at or above 35 du/nrha.
- 12.1.9 Transit ridership percent increases outpace population growth.
- 12.1.10 Transit service through Nodes runs every 15 minutes or less during peak hour service time.
- 12.1.11 The percentage of urban tree canopy has increased by 10%.
- 12.1.12 The health of the urban canopy is monitored annually utilizing the *Urban Forestry Protection Plan*.
- 12.1.13 Mobility improvement opportunities are identified and recommended for implementation annually through mobility audit process.

12.2 Purpose

The MDP may be implemented through direct action arising from the preparation of future ASPs, ARPs, Outline Plans, and/or Land Use Designation through the approval processes under the City's Land Use Bylaw, and through the authority of City Council, administrative staff, and appropriate City committees. These initiatives are subject to the availability of resources as determined through the annual budget process.

12.3 Policies

Measures and Monitoring

- 12.3.1 The City will monitor the MDP implementation targets every two years and report to Council and the public on the progress towards the targets.
- 12.3.2 A major review of the MDP should be undertaken once the City population increases by 5,000, or 5 years after adoption, whichever happens first, in order to ensure that the objectives, policy directions, processes, and actions reflect current growth forecasts, market trends, overall community values, and the City's financial capacity.

Administration

- 12.3.3 The City of Fort Saskatchewan Administration shall be guided by the objectives and policies of the MDP in making recommendations to Council.

Approving Authorities

- 12.3.4 The City of Fort Saskatchewan Subdivision Authority shall be guided by the objectives and policies of the MDP and applicable plans and policies in making subdivision decisions and in their recommendations to Council.
- 12.3.5 The City of Fort Saskatchewan Development Authority shall be guided by the objectives and policies of the MDP and applicable plans and policies in making development approval decisions and in their recommendations to Council.
- 12.3.6 The Subdivision and Development Appeal Board (SDAB) shall have regard to the policies of the MDP in making its subdivision and development appeal decisions.

Land Use Planning

- 12.3.7 The policies of this Plan will be further refined and implemented through the preparation, adoption, and implementation of Area Structure Plans, Area Redevelopment Plans, the Land Use Bylaw, and Outline Plans.
- 12.3.8 Phasing of new development shall be in accordance with efficient extension of infrastructure and the City's capital budget.
- 12.3.9 The Land Use Bylaw shall undergo a comprehensive review and be brought into alignment with the MDP within 24 months of the adoption of this Plan and following every major review of this Plan.

Capital Budgeting

- 12.3.10 A three-year budget shall be prepared to identify the actions and expenditures that may be taken to implement the policies of this Plan.
- 12.3.11 The budget shall be reviewed annually as part of the regular budgeting process and shall follow Council's requirements for public input through Council meetings and any other public engagement process the Council deems necessary.

➤ SECTION 13.0

Strategic Implementation

THE FOLLOWING MATRIX lists planning and capital infrastructure projects that will help the City of Fort Saskatchewan meet the measures and objectives of this MDP.

13.1 Planning Projects

- 13.1.1 Review and update the Land Use Bylaw, existing ASPs and ARPs in alignment with this MDP
- 13.1.2 Conduct a municipal census and neighbourhood level analysis
- 13.1.3 Develop Mature Neighbourhood Strategies and/or Land Use Bylaw overlays
- 13.1.4 Develop Transit Service Standards
- 13.1.5 Develop a Terms of Reference for the preparation of new Area Structure Plans
- 13.1.6 Develop a Downtown Strategic Action Plan
- 13.1.7 Explore a Downtown Business Revitalization Zone
- 13.1.8 Conduct a Mobility Audit including annual/bi-annual audit process
- 13.1.9 Conduct a study of the Clover Park Area
- 13.1.10 Review the Downtown Area Redevelopment Plan (DARP) and long-term strategic approach for Downtown
- 13.1.11 Undertake a 99 Avenue Urban Design Corridor from Highway 15 to 108a Street
- 13.1.12 Undertake a Highway 15 Urban Design Corridor Study
- 13.1.13 Undertake a Highway 21 Urban Design Corridor Study
- 13.1.14 Develop a Wayfinding Strategy
- 13.1.15 Develop an Active Transportation Master Plan
- 13.1.16 Review and amend Engineering and Servicing Standards
- 13.1.17 Develop an Open Spaces Master Plan
- 13.1.18 Develop Tourism and Cultural Industry Plan
- 13.1.19 Develop a Wetland and Natural Areas Protection Plan
- 13.1.20 Develop an Urban Forestry Protection Plan

- 13.1.21 Develop a Foreign Direct Investment Strategy
- 13.1.22 Conduct a Retail and Office Space Inventory and Analysis
- 13.1.23 Analyze Local Labour Profile
- 13.1.24 Develop a Business Retention and Expansion Strategy
- 13.1.25 Develop a Municipal Land Management Strategy
- 13.1.26 Enhance the City's risk profile
- 13.1.27 Develop an Urban Agriculture Plan

13.2 Capital Infrastructure Projects

- 13.2.1 Develop a Downtown Gateway Feature
- 13.2.2 Develop a Downtown River Valley Trailhead and Tourism Centre
- 13.2.3 Implement 99 Avenue Corridor Improvements established by the 99 Avenue Urban Design Corridor Study
- 13.2.4 Implement Highway 15 Corridor Improvements established by the Highway 15 Urban Design Corridor Study
- 13.2.5 Implement Highway 21 Corridor Improvements established by the Highway 21 Urban Design Corridor Study
- 13.2.6 Implement the Wayfinding Strategy
- 13.2.7 Construct proposed Active Transportation Connections as per the Active Transportation map.

Planning Projects			
Municipal Project	Purpose	Implementation Term	Lead Department
Review and update the Land Use Bylaw, existing ASPs and ARPs to ensure alignment with updated MDP	Aligning these lower hierarchy statutory documents with the MDP is an MGA requirement and will promote efficiency and cohesion between the Plans, and will ensure the best opportunity for successful implementation of the MDP	IMMEDIATE	Planning
Review and amend Engineering and Servicing Standards	Similar to reviewing and amending/updating the statutory documents, ensuring these Standards align with the MDP will support the implementation of the MDP. These Standards should be reviewed regularly to ensure they are still accurate and valid within the Fort Saskatchewan context.	IMMEDIATE	Engineering
Develop Transit Service Standards	Establishing Transit Service Standards is intended to establish the expectation for provision of public transit services, including frequency and infrastructure requirements. These standards are to be consistent with local and regional priorities to inform future development patterns and service delivery.	SHORT	Public Works
Develop Tourism and Cultural Industry Plan	Tourism planning should work towards achieving four main goals: sustainable use of resources, enhanced visitor satisfaction, integration of local community and area and improved economy and business success. This Plan will identify tourism and cultural assets, how they can catalyze population, employment, and economic growth, and explore how to best leverage them to bolster this industry and diversify the economy.	SHORT	Culture and Recreation / local and regional tourism partners
Develop Terms of Reference documents for Preparation of New Area Structure Plans (ASPs)	Terms of Reference (TOR) documents are intended to help Administration determine when to recommend approval of a new ASP-level development area and will guide Council in the decision-making process.	SHORT	Planning
Develop a Downtown Strategic Action Plan	This Plan will provide a step-by-step guide for the City to follow to achieve the desired goals for the downtown area.	SHORT	Economic Development
Conduct a Mobility Audit including annual/bi-annual audit process	Also referred to as an Accessibility Audit, the goal of the mobility audit is to ensure the Active Transportation network includes appropriate access for a range of users with impairments. This includes visually and hearing-impaired pedestrians, wheelchair users, and people with other mobility impairments	SHORT	FCSS & Engineering

Planning Projects Continued			
Municipal Project	Purpose	Implementation Term	Lead Department
Explore a Downtown Business Revitalization Zone	Engage the downtown business community on interest in participating in a Business Revitalization zone. The creation of such Zones can help achieve the desired goals for the downtown established in this MDP (i.e. lowering vacancy rates, increasing the downtown residential population, etc).	SHORT	Economic Development
Review the Downtown Area Redevelopment Plan (DARP) and long-term strategic approach for Downtown	The goal for this project is to review the existing Downtown Area Redevelopment Plan (DARP), a 2009 policy document that guides the redevelopment of Downtown including building appearance, streetscape (design guidelines). The DARP incorporates both the land use policy and implementation information and the design guidelines for each of the sub-areas of the Downtown.	SHORT	Planning
Develop a Retail and Office Space Inventory and Analysis	A comprehensive inventory further will assist the City in future projections of how much new retail and office space is required, which will help established minimum or maximum requirements in future ASPs, ARPs, or master plan applications. The Inventory will add another tool to the toolbox the City is building to help attract new businesses and investors as well as help retain established businesses that have either outgrown their current space or require less space by providing them with an up-to-date and accurate list of available building spaces.	SHORT	Economic Development
Develop a Labour Profile	A Labour Profile is another tool that will help attract new businesses seeking to locate in Fort Saskatchewan as they will quickly and accessibly be able to determine if the workforce required is available, or if there is a workforce available that may require specific training.	SHORT	Economic Development
Develop a Business Retention and Expansion Strategy	With the support of the Retail and Office Space Inventory and Analysis and implementation of a Downtown Business Revitalization Zone, the goal of this Strategy is to support the City's established business community, encourage their grow, and ensure they have what they require to continue to achieve success in Fort Saskatchewan.	SHORT	Economic Development
Develop Mature Neighbourhood Strategies and/or Land Use Bylaw overlays	These strategies will identify how best to revitalize and ensure the sustainability of Downtown and Established Neighbourhoods through intensification, focusing on enhancing and building up nodes and corridors. These Strategies will include consultation, and articulate built form requirements and guidelines, and may provide recommendations for land use bylaw revisions and amendments.	SHORT	Planning

TERM PERIOD:

Immediate: these projects should be commenced within the 6-months to 1 year after the adoption of this MDP.

Short: these projects should be commenced within 1-4 years after the adoption of this MDP.

Medium: these projects should be commenced within 3-7 years after the adoption of this MDP.

Long: these projects should be commenced within 6-10 years after the adoption of this MDP.

Planning Projects Continued			
Municipal Project	Purpose	Implementation Term	Lead Department
Develop an Open Spaces Master Plan	The goal of this Plan is to encourage active living and foster engaging outdoor experiences for residents and visitors that are multi-functional, inclusive, and accessible. Similar to the Active Transportation Master Plan, this Plan will help the City identify its current open space assets, reveal which assets are underused or unprotected, and prioritize future open space investments.	SHORT	Public Works
Develop an Active Transportation Master Plan	The goal of this plan is to create an environment where utilizing modes of non-vehicular transportation – walking, cycling, etc – is an appealing, convenient, safe and stimulating experience for residents and visitors. The City already has many active transportation assets – this Plan will help the City identify those established assets, tie all those assets together, and discover where the gaps are in the overall network.	SHORT	Engineering
Develop a Water Conservation Strategy	The goal of this Strategy is to identify key methods the City can use to conserve water and limit its water consumption, both in public facilities and parks as well as private homes and businesses.	SHORT	Public Works
Develop a Wetland and Natural Areas Protection Plan	The goal of this Plan is to protect and improve native vegetation and wildlife ecosystems to help improve the overall resilience of the city and help the city adapt to climate change. This Plan will establish the rules for development around wetlands. – should a developer be required to fill in or impact a wetland, these policies will determine what (if any) penalties they will be subjected to.	SHORT-MEDIUM	Public Works
Undertake a 99 Avenue Urban Design Corridor Study from Highway 15 to 108a Street	By studying the opportunity to establish urban design requirements for this stretch of 99 Avenue the City will be able to determine how best to achieve a heightened level of building and public realm design and establish clear design directions for developers to follow.	SHORT-MEDIUM	Planning
Enhance the City's risk profile through the inclusion of cumulative and compounding use based risks to inform the Municipal Emergency Plan Hazard Assessment and Risk Identification process.	A more comprehensive risk profile will support the City's emergency preparedness, mitigation and response through identifying the more probable risk scenarios, impacted locations, and sources within and around our community.	SHORT	Director of Emergency Management

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Planning Projects Continued			
Municipal Project	Purpose	Implementation Term	Lead Department
Conduct a study of the Clover Park Area	The goal of this Study is to develop a comprehensive plan for the future of the Clover Park Area.	MEDIUM	Planning
Undertake a Highway Urban Design Corridor Study	By studying the opportunity to establish urban design requirements for Highways 15 & 21 in a comprehensive and holistic manner, the City will be able to determine how best to achieve a heightened level of building and public realm design and establish clear design directions for developers to follow.	MEDIUM	Engineering
Ecological Inventory and Ecosystem Services Assessment	The goal of this study is to place tangible social value on the ecological assets of Fort Saskatchewan. Ecosystem services are the benefits that people obtain from ecosystems. These are divided into four key categories: supporting, provisioning, regulating, and cultural. An ecological inventory investigates and categorizes all the ecosystems and ecological assets of a community, while the assessment identifies and analyzes the vital links between the ecosystem services and the benefits the public receive from those services.	MEDIUM	Public Works
Develop an Urban Forestry Protection Plan	Similar to the Wetland & Natural Areas Policy, the goal of this Plan is to protect the established urban canopy and forested areas, and provide guidance about how to replace established trees – what the cost of the established tree is to the City that the developer is expected to pay, what vegetation should replace established trees, how long it should be cared for after planting, etc.	MEDIUM	Public Works
Develop a Wayfinding Strategy	The goal of a wayfinding strategy is to produce a signage and information system that is consistent, accessible and predictable. It is an opportunity to reduce visual clutter in parks, and encourage the use and discovery of the City's open space network by residents and visitors. Furthermore, a wayfinding strategy is a fun, creative way to engage the public in civic matters.	MEDIUM	Planning
Develop a Foreign Direct Investment Strategy	The goal of this strategy is to investigate how the City may best attract out-of-country investment. This Strategy should be developed in alignment with Edmonton Global and capitalize on the expertise that economic development group has to offer.	MEDIUM	Economic Development
Develop an Urban Agriculture Plan	The goal of this Plan is to create awareness, understanding, and public support for urban agriculture, to obtain guidance on the transition from existing agricultural land to urban development, to comprehend agriculture-related trends, economic diversification opportunities, and agriculture related matters.	SHORT	Planning

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Long: these projects should be commenced within 6-10 years after the adoption of this MDP.

Capital Infrastructure Projects			
Municipal Project	Purpose	Implementation Term	Lead Department
Develop a Downtown Gateway Feature	The goal of establishing a gateway feature is to provide a welcoming sense of entry for both visitors and residents. The feature may also act as a public feature that helps identify the City and is a point of pride for its residents.	SHORT- MEDIUM	N/A
Develop a Downtown River Valley Trailhead and Tourism Centre	This Tourism Centre will provide visitors and tourists with a definitive starting location from which to explore the City. This Centre will help ensure a successful the visitor experience and has the potential to capture travelers who did not intend to stop in Fort Saskatchewan.	MEDIUM	N/A
Implement the Wayfinding Strategy	The goal of this project is to implement the Wayfinding Strategy (including project surveying, construction, engineering, public realm enhancements, etc)	MEDIUM	N/A
Implement 99 Avenue Corridor Improvements established by the 99 Avenue Urban Design Corridor Study	The goal of this project is to implement the findings of the Urban Design Corridor Study (including project surveying, construction, engineering, public realm enhancements, etc).	LONG	N/A
Implement Highway 15 Corridor Improvements established by the Highway 15 Urban Design Corridor Study	The goal of this project is to implement the findings of the Urban Design Corridor Study (including project surveying, construction, engineering, public realm enhancements, etc).	LONG	N/A
Implement Highway 21 Corridor Improvements established by the Highway 21 Urban Design Corridor Study	The goal of this project is to implement the findings of the Urban Design Corridor Study (including project surveying, construction, engineering, public realm enhancements, etc).	LONG	N/A
Construct proposed Active Transportation Connections as per the Active Transportation map within this MDP.	The goal of this project is to implement the missing connections identified through the development of an Active Transportation Master Plan (including project surveying, construction, engineering, public realm enhancements, etc)	ONGOING	N/A

TERM PERIOD:

Immediate: these projects should be commenced within the 6-months to 1 year after the adoption of this MDP.

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➤ APPENDIX A

Definitions¹

Term	Definition
Public and Private outdoor spaces	Outdoor spaces for rest, recreation, and enjoyment, that may be public or private depending on the circumstances (such as patios, parks, plazas, courtyards, sidewalks, etc).
Built Environment	Places and spaces created or modified by people
Node	A centre of community activity where people and transportation routes congregate.
Pedestrian-Oriented Development	A development that is oriented to pedestrians prioritizes walking first, followed by cycling and public transit use, and lastly providing for motor vehicle use. Following this hierarchy encourages the use of sustainable modes of transportation and supports public health initiatives. Development considerations that contribute to the pedestrian experience include the number and location of entrances, the size and distribution of windows, building setbacks from the street, landscaping, along with building design elements such as lighting and awnings. Site layout is also important to facilitating pedestrians, cyclists, and transit users. Factors such as the building location, parking lots, driveways, open space, plazas, and pocket parks merit careful attention.
du/nrha	Short-form for measurement to determine density. The measurement is the number of Dwelling Units (Du) divided by the net amount of Residential area (Nr) in hectares (Ha).
Gateway Feature	A visually stimulating, often large-scale structure that indicates arrival into a municipality or community or other such place. These features may be a statue, sculpture, or architectural feature such as an arch, sign, or other such construction. A gateway feature often incorporates local symbology of community pride.
Vision Zero	The long-term goal of zero traffic fatalities and serious injuries.
Complete Streets	Streets that are designed to be safe for everyone: people who walk, bicycle, take transit, or drive, and people of all ages and abilities.
Active Transportation	Human powered travel, including but not limited to: walking, cycling, inline skating and travel with the use of mobility aids, including motorized wheelchairs and other power assisted devices moving at a comparable speed
Eco-industrial development	Eco-industrial development (EID) is a framework for industry to develop while reducing its impact on the environment. It uses a closed loop production cycle to tackle a broad set of environmental challenges such as soil and water pollution, desertification, species preservation, energy management, by-product synergy, resource efficiency, air quality, etc. Mutually beneficial connections among industry, natural systems, energy, material and local communities become central factors in designing industrial production processes.
Low Impact Development (LID)	LID is an approach to land development (or re-development) that works with nature to manage stormwater as close to its source as possible. LID employs principles such as preserving and recreating natural landscape features, minimizing effective imperviousness to create functional and appealing site drainage that treat stormwater as a resource rather than a waste product. There are many practices that have been used to adhere to these principles such as bioretention facilities, rain gardens, vegetated rooftops, rain barrels and permeable pavements. By implementing LID principles and practices, water can be managed in a way that reduces the impact of built areas and promotes the natural movement of water within an ecosystem or watershed. Applied on a broad scale, LID can maintain or restore a watershed's hydrologic and ecological functions.
Major employment area	An area with a concentration of industrial, commercial and/or institutional land uses that have regionally significant business and economic activities and high levels of employment. This includes existing larger scale urban and rural industrial parks, Alberta's Industrial Heartland, the lands around Edmonton International Airport and regional airports.

¹As amended by Bylaw C16-24.

Term	Definition
Agriculture	The growing, raising, managing and/or sale of livestock, crops, horticulture and agriculture related products or services including food, feed, fibre, energy, and other complementary value-added activities.
Agricultural Land	Land that is or can be used for agriculture.
Agricultural Uses	Land uses directly associated with agriculture and includes buildings and structures accessory to and supportive of the activities.
Agricultural-Related Uses	Are uses directly related to agriculture, primarily support agriculture, benefit from being in close proximity to agriculture and provide direct products and/or services to agriculture.
Agri-Tourism Uses	Farm-related tourism uses, including limited accommodation, direct-to-consumer sales, agricultural education, recreation and activities that involve observation and participation in the farming operations.
Prime Agricultural Land	Agricultural lands identified through the EMR Land Evaluation Site Assessment tool (LESA) that meet or exceed the identified threshold.
Prime Agricultural Areas	An area where prime agricultural lands predominate and may include lands considered as all other agricultural lands if they are contiguous to prime agricultural lands. Prime agricultural areas will be delineated in detail by member municipalities in municipal development plans.
Policy Area 3: Agriculture in Future Transition Lands	Policy Area 3 includes agricultural lands generally within the metropolitan area policy area of the growth plan and includes agricultural lands identified for future growth. These lands may be planned and are recognized within RAMP as lands approved within a statutory plan for future growth for the next 25- 50 years. Lands within this policy area may contain unique climate and soil conditions and well suited for specialty crops. Policy Area 3 contains 6.5% of the prime agricultural lands in the Region.
Policy Area 4: Urban Agriculture	Policy Area 4 supports the emerging urban agriculture sector and its potential for growth in the built-up urban areas within urban centers in the Region. This policy area is included in all three tiers of the growth plan and may include cities, towns, growth hamlets and hamlets.
Land Evaluation and Site Assessment tool (LESA)	An analytical tool to evaluate land capability land and inform the identification of lands for conservation. LESA includes two components: 1. Land Evaluation (LE) measures the land's biophysical considerations; and 2. Site Assessment (SA) measures other important geographic, economic and social factors.
Value Added Agriculture	The addition of a process or service to an agricultural raw material being produced by the (farmer) producer. This may include some form of processing (such as milling, drying, cleaning, sorting, slaughtering, distilling, refining, or direct marketing through farm gate sales, farmers' markets or direct distribution).
Urban Agriculture	Is the growing, processing, and distribution of food and other products through intensive plant cultivation and animal husbandry in and around cities.

Community Profile

B.1 Demographics

In 1901 the population of Fort Saskatchewan was recorded as 306 residents. The population surpassed the 1000 resident mark in 1951 and reached the population of 10,000 in 1978. This growth was a result of industrial expansion, particularly in the petrochemical industry. Since its incorporation as a City in 1985, Fort Saskatchewan's population doubled from 12,078 in 1991 to 24,040 in 2015. Today, the City of Fort Saskatchewan is home to 26,942 residents. The city grew by 27.4% between 2006 and 2011 making it the fifth-fastest growing city in Canada. This steady growth over the next five years at a rate of 27.5% making it the tenth-fastest growing city in 2016. With a regionally competitive cost of living, proximity to local, and regional, services, employment opportunities, and access to the river valley, the city has attracted many young residents and families in recent years. As a young community, with a median age (34.3) below that of Alberta (36.7) and Canada (41.2), Fort Saskatchewan can anticipate sustained growth over the coming years. Another dynamic of this rapid growth was a shift in household size. Between 2001 and 2006 the average household size in Fort Saskatchewan shifted from 3.2 to 2.6 and has remained largely stable at 2.6 since. With growth, the community's household sizes came more in line with the provincial and national profiles, 2.6 and 2.5 respectively.

Fort Saskatchewan households had a gross median income of \$116,290 in 2015. The median gross income of two-or-more-person households was \$134,490, contrasted by \$60,928 for single person households (22% of all households). In all of these cases, the local medians are higher than Provincial and Federal medians. The significant gap between these figures indicates potential challenges for some single person households in the community.

The total number of occupied dwellings in 2019 was 10133. Single detached houses comprise a majority of the total occupied dwelling units followed by apartments, duplexes, and row houses. Housing affordability is a challenge in the community as 69% of the non-apartment stock are single family detached product, providing more space than many households require (58% of households have 1 or 2 people) at a cost greater than 41% of households can afford (Table 2).

New construction since 2014 has gradually decreased the proportion of single-family detached stock however it is still being produced at a greater price point than income and household size data would indicate aligns with the community's needs. Housing choice is important at all market points and housing affordability is a challenge across the nation. The community will continue to strive towards making choices available for all our households as a welcoming, complete community.

The 2014 economic downturn in Alberta dropped the city's housing occupancy rates from 93% in 2013 to 86.6% in 2014, it steadily recovered to 88.9% in 2018. And, the vacancy rate declined from 7% in 2016 to 5.8% in 2018. Fort Saskatchewan is home to many new residents and a significant portion of residents that have lived in the community for ten years or more.

The City strives to weave culture into all aspects of civic planning and life in Fort Saskatchewan, making it a warm and welcoming place for visitors, residents, and newcomers. Culture has played an important role in Fort Saskatchewan's formative history. Overtime, the city has become a community of mixed languages and ethnicities. Today the most common languages spoken in homes in Fort Saskatchewan are English, French, and Tagalog. With a booming energy sector, changing demographics and growing need to retain social, economic and environmental sustainability, the City values being a diverse and inclusive community. This is supported through providing safe, affordable and stable housing options to meet the needs of all residents now and into the future.

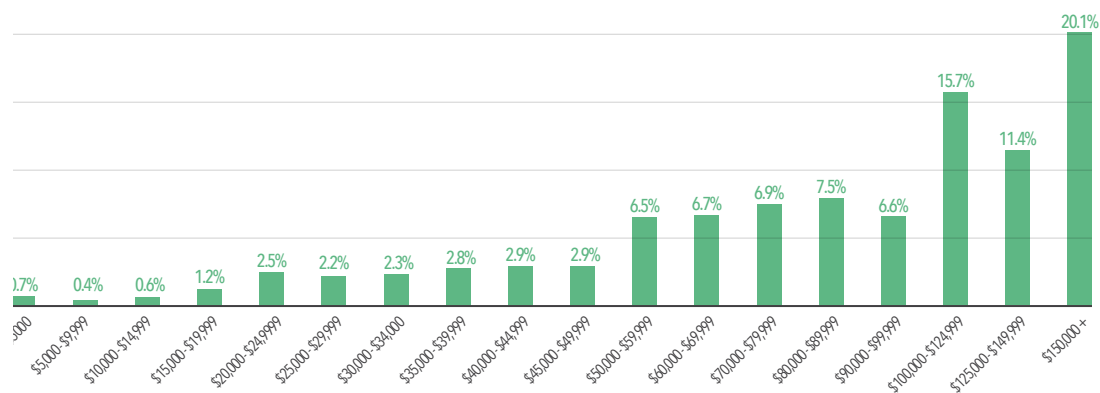


Figure 16. Household after-tax income (2015 dollars). Statistics Canada, 2016.

Size	2015		2016		2017		2018		2019	
	N	%	N	%	N	%	N	%	N	%
1 Person	1,909	21.1	1,983	21.4	2,087	21.5	2,145	21.6	2,128	21.0
2 People	3,335	36.9	3,425	36.9	3,529	36.4	3,624	36.5	3,671	36.3
3 People	1,506	16.7	1,541	16.6	1,665	17.2	1,649	16.6	1,738	17.2
4 People	1,519	16.8	1,553	16.7	1,633	16.8	1,672	16.8	1,687	16.7
5 People	552	6.1	561	6.0	553	5.7	588	5.9	625	6.2
6+ People	222	2.4	219	2.4	227	2.4	259	2.6	269	2.6
Total	9,043	100.0	9,282	100.0	9,964	100.0	9,937	100.0	10,118	100.0

Table 1. Fort Saskatchewan households by size. Statistics Canada, 2016.

With the city's growth in recent years, there has been an upturn experienced by the city's commercial service sector as well. Fort Saskatchewan is well positioned to serve as an ideal destination for customary shopping experiences for many surrounding rural communities. At the same time the southward expansion and shift of the city's population has posed challenges for businesses in the downtown.

B.2 Population Projection

The substantial recent growth experienced by the city has been driven by a confluence of several factors drawing new residents. One of the main factors has been the role of the city in the oil and gas industry along with its proximity to the employment opportunities in Alberta's Industrial Heartland. Location is a driving factor for growth. The city is positioned between the region's population center and its globally competitive employment hub. Additionally, the City's investment in community assets such as the Dow Centennial Centre, river valley trails, natural and activity-oriented parks contribute to a high quality of life that attracts new residents. Fort Saskatchewan has maintained a small town feel during its rapid growth and offers residents a strong sense of community.

Three growth scenarios were considered for the city's future population. The recommended scenario is the medium case projection from the 'Where Do We Grow From Here?' 2015 Growth Study (the 'Growth Study'). The medium case scenario provides a more conservative approach than the high case. It also presents a more probable case for the future population growth of Fort Saskatchewan.

	Townhouse - Single Family	Duplex - Single Family	Detached - Single Family	Detached Single Family*	Estate Lots	Country Residential	Condo Units
Number of units	104	1,282	6,254	5,965	225	42	1,460
% housing units	1.1%	14.1%	68.7%	65.6%	2.5%	0.5%	16.1%
% household below affordable income	27.7%	30.1%	41.4%	40.9%	73.1%	61.8%	20.8%
Average assessed value	\$278,448	\$299,195	\$397,492	\$385,517	\$710,207	\$572,483	\$216,779
Equivalent monthly affordable rent	\$1,857	\$1,970	\$2,508	\$2,482	\$4,291	\$3,524	\$1,519
Average density (units per hectare)	38.14	30.70	14.33	17.33	5.70	0.77	
Average tax per hectare	\$79,837.93	\$72,519.52	\$44,969.26	\$52,745.57	\$31,939.47	\$3,494.96	
Since 2014							
Number of units	55	503	1,090				65
Percent of housing units	3.20%	29.4%	63.6%				3.8%

Table 2. Ownership housing information by stock type. Statistics Canada, 2016.

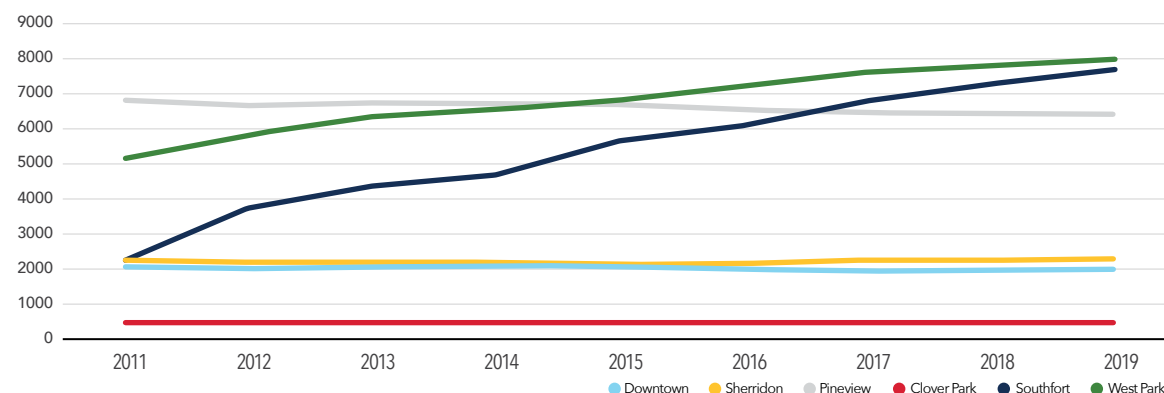


Figure 17. Population Change, 2011 - 2019.

It utilizes an average annual growth rate of 2.2% over 52 years, which is lower than the 3.7% that the city experienced over the past 50 years. A decreased growth percentage is anticipated as the community becomes larger. This is not indicative of a decrease in true growth, it simply represents the base population being larger. Based on the recent and long term trends, as well as the Growth Study, the population of the City of Fort Saskatchewan is expected to reach 47,762 by 2040 and 71,216 by 2066.

Growth in Fort Saskatchewan has been, and is expected to remain, significant over the coming years.

The story of the community's growth at a city scale can obscure trends occurring within the community. The city grew 102% from 2000 to 2019. That growth veiled a collective population loss in the established neighbourhoods of the community. The most significant of these was a 16% loss in the Pineview neighbourhood. To capitalize on our existing community assets and ensure the continued vibrancy of all of our neighbourhoods, Fort Saskatchewan will continue to commit to a neighbourhood place-based lens. The City will embrace both growth and growth management.

B.3 Economic Profile

The City of Fort Saskatchewan is a vibrant economic hub ideally located in Alberta's Industrial Heartland. It plays a significant role in the socio-economic transformation of the region through knowledge diffusion and innovation by hosting industries and major employers across several key sectors. The City continues to embrace economic diversity and encourage local businesses to ensure a responsive and resilient local economy.

Edmonton Global identified four key sectors where the Edmonton Metropolitan Region has a global competitive advantage.

- Food & Agribusiness (e.g. hemp, food and beverage processing);
- Energy (e.g. downstream and clean tech);
- Advanced Manufacturing & Manufacturing (e.g. fabricated machinery, plastics); and
- Health (e.g. pharmaceuticals, health tech).

The Advanced Manufacturing, Health, and Energy sectors are represented among the city's major employers. There is also a direct link to Food and Agribusiness through fertilizer production, opportunities for greater expansion in this sector in the major employment lands and existing agricultural operations. This competitive positioning will contribute to local growth and economic resiliency moving forward. This also creates opportunities for strategic economic development initiatives focused on expanding the Fort's opportunities and reputation as a competitive business environment.

According to 2018 census, 41% of residents in the labour force work in Fort Saskatchewan. The community has strong labour force participation at 73.9%, higher than the Provincial (71.8%) and Federal (65.2%) rates. The unemployment rate of 7.4% is lower than that of Alberta (9.0%) and Canada (7.7%). Higher labour force participation and lower unemployment demonstrate strong local economic performance. The City also has land opportunities for the expansion and diversification of our industrial area and local businesses.

The city's growth in recent years has supported significant expansion of the commercial service sector. Today, major retail outlets and unique downtown boutiques offer consumers options for buying locally in the city. Being the closest urban municipality to many rural communities, Fort Saskatchewan is well positioned as a recognized regional-serving destination for communities to the north and east. It serves as a critical and convenient catchment for shops and services for towns such as Lamont, Bruderheim, Redwater, Gibbons, Bon Accord, Smoky Lake, Ashmont, and Two Hills. A 2019 analysis indicates recent growth in retail centers near the City may increase competition for local and regional consumer activity. Ensuring an appealing mix of established retailers and unique local businesses in the city will serve to maintain Fort Saskatchewan's competitive advantage. The historic downtown will provide opportunities to strengthen the unique independent business offerings of the community and combined with established retail expansion will allow the community to offer a regionally unique draw. The analysis also indicates Fort Saskatchewan's position as a regional service centre means it can support more than the existing commercial offerings and projects significant growth in its capacity over the next 10 years.



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